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Moving Ahead on Your Job

Moving Ahead on Your Job

BY

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Personnel Director, Kendall Mills

First Edition

THIRD IMPRESSION

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MOVING AHEAD ON YOUR JOB

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To

Frances, Kitty, and Susan

PREFACE

PLEASE read this preface before you start the book itself. You will then know better whether you want to read it; you will have some concept of the purpose behind the writing and you can see if the chapters will warrant your study. These first few pages may be irritating—somewhat purposely so—to discourage those who will not benefit from reading this book and to encourage those who will.

For Whom the Book Is Written

This book aims to help men and women who are truly serious in their desire to get ahead in business. If they understand what they should do, perhaps they can go on from there.

Those returning from the armed services are intent on making up lost time, anxious to reorient themselves, and determined to move along fast when they return to business. It is hoped that they especially will benefit from studying this book.

Minor supervisors and ambitious workers who seem to be getting nowhere should likewise find it worth while digging into this material.

Why the Book Was Written

One of the strong motives in writing this book was the belief that those coming along and those about to start out in business need help. Practical guides covering business requirements are rare; academic books are heavy and filled with ponderous generalities, whereas popular books prescribing quick and easy means to success are misleading.

This book aims to give down-to-earth pointers. The chapters contain a detailed breakdown of what business requires—as a guide for those who have the wherewithal to go ahead and as

discouragement for those who have not. When you have finished, you may decide that it is all too much trouble. Sticking with the farm or machine would make a lot more sense. If that is what you think, you are probably right. On the other hand, if you think of these chapters as a challenge, as hurdles to jump, one by one, then study the points and do a job on them. Following the principles outlined will take time and effort. However, if you do stick with and master the problems of "Moving Ahead on Your Job" you experience the top joy of all—accomplishment.

The assumption here is that you are ambitious and want very much to get ahead. The further assumption is that you will develop most rapidly if you can learn to operate efficiently. The rest should come rather easily. To help you, then, the material in this book is solid. There is no fancy writing or style—the material is not for dabblers.

What the Chapters Contain

Chapters are short. Each is based on practical needs of business. Some pointers may sound foolish or elementary to you, but the same pointers will be helpful to other readers. Whether parts of chapters fit your own case or not, all are worth looking into. Certainly there is little that is revolutionary or complicated in these chapters. You may be familiar with most of the principles, but the test lies in applying material for your own use—rather than contenting yourself with thinking that this is old stuff and then going on your way without changing or attempting to improve yourself.

You will read in these chapters about what should and should not be done in business; with some of the thoughts you may disagree. Use what is valuable and what will help you; you will find enough to justify your study. As you read, please be unconcerned with repetition. It is intentional: to show other applications and to help drive points home.

How to Get the Most Out of Your Reading

You will find this book heavy going: there is no light chit-chat. You will do best by reading only a little at a time. Don't skim over the chapters. They are meant for absorption, not for a quick shower. If you make the mistake of reading this straight through, you will have at best a mass of general impressions. Even these will be lost in the shuffle of day-by-day problems.

The most you should read is one new chapter at a sitting, rereading the previous one or two before tackling a new one. In addition, if you can use these short, incomplete discussions as a basis for group meetings or for going over the material with some one else, so much the better. Also, when you run across a chapter that strikes home, read it a number of times.

Above all, pull out chapters for review, particularly when you are troubled with problems or are discouraged. Everyone needs to get away from the daily humdrum of his work, and the pointers mentioned herein belong to a long-range, long-time program for your development. At least once a year, therefore, and preferably once every six months, go back over pertinent chapters to see how you are progressing or measuring up.

RICHARD P. CALHOON.

CHARLOTTE, N.C.,
December, 1945.

CONTENTS

		Page
Preface		vii
Chapter		
1.	Belong	1
2.	Carry the Ball	11
3.	Go In and Pitch	16
4.	How Hard You Should Work	22
5.	Know Your Rights	26
6.	Produce—Don't Politick	35
7.	What Your Family Means	40
8.	Why Your Outside Life Is Important	46
9.	Head the Parade	51
10.	Understand Folks	55
11.	Give Service	64
12.	Learn to Get Along	69
13.	Get the Idea	74
14.	Why Men Fail	83
15.	Grow	88
16.	Use People	94
17.	How Character Enters In	100
18.	Think More	104
19.	How Promotions Are Made	112
20.	Develop Sound Business Habits	118
21.	Protect Yourself by Writing	124
22.	Keep Your Promises	131
23.	Earn Respect	136

CHAPTER PAGE
24. Attack 144
25. Be Impersonal 149
26. Attitude Shapes Your Life 157
27. Put Your Ideas Across 161
28. Discuss Rather than Argue 171
29. Deserve Responsibility 176
30. Rehearse 181
31. Develop a Sense of Humor 186
32. Keep Punching 194
33. Be Responsive 198
34. Load for Bear. 202
35. Keep Your Eye on the Ball 209
36. Keep It Straight 214
37. Time Your Shots 219
38. What about Push? 225
39. Develop a Tough Mind 230
40. Keep Up with the Times 237
41. Learn Persuasion 243
42. Keep on an Even Keel 251
43. Use a Rifle 256
44. What about Personality? 260
45. Play the Game 266
46. You and Money 272
47. Overcome Weaknesses 278
48. Don't Die on Third 284
Index 289

1. Belong

WHAT your boss looks for when he hires you is a man who will fit into the organization and mix with those on the same organizational level. If there is one type of man the boss dreads hiring, it is the "queery" who stays to himself, dresses in an odd way, feels himself better than the rest, or who uses people for his own means without giving. Any one of the above specimens will not fit in well with the gang. What of it? Well, if you do not fit and do not belong, those who work with you feel no interest in you. They will not help you, and general teamwork suffers.

Be Adaptable

No man is too good for any job. If you take a job that may have less prestige than a previous job, do not be forever harping on your other types of work. Fit into your new work and make it hum. That is the best way to get out of one job and into another position you will like better.

No man is too good for a company. Some concerns are richer than others. Some emphasize activities and provide recreational facilities. Some stress educational courses. No two companies are alike. Perhaps one is under tighter competitive pressure than another—for the present it cannot afford game rooms, smoking rooms, up-to-date toilet facilities, water cooled by electrical refrigeration. This poorer company may be just the one for you to help along, the one where you can make a name for yourself. But adapt yourself to its surroundings and work *with* it, not *against* it.

The same goes for people. Perhaps you are used to those from one particular part of the country. Your new associates

look and act differently. Underneath, people are all the same. They have similar feelings, finenesses, and shortcomings. Not a one is beneath you. When you work with them and come to know them well, you will like the New Englander, the Southerner, the southern European, the Swede, the Midwesterner, and those of different races about as well as those you have always known—if you can grow used to and come to understand them.

It is true that interests vary from one section of the country to another. Each emphasizes different sports, different games, assorted hobbies, varying activities of all sorts. You can adapt yourself to these ways and come to enjoy them as much as those to which you are accustomed if you will enter into the spirit and become a part of the setup.

If your background is too different and your interests too divergent, change companies or locations, but while you are there, fit into the local setup; do not act as a person apart from the rest.

Beware of Criticizing

While you are with a company, be especially appreciative of all its good points and keep mum on the weak ones, especially when you are new. People in an organization are like a clan or a family. Once you are definitely a part and accepted as such, it is all right to criticize, but any unfavorable words from an outsider arouse resentment. They will come to like you more quickly and accept you as one of their own if you will comment on those little advantages, some of which every company is bound to have, such as facilities, policies, people, and systems. They will take you to their hearts because those who have been with a company for any length of time generally take criticism of the organization as a personal affront. They buck up right away for the defense.

This does not mean being a soft-soaper and forgetting improvements that could be made. Stow away your ideas for a

while and bring them out, one at a time, well spaced, when you are more a part of the setup. They will then be taken in the right spirit. Then it can be "we" who should make the change and not "you." But even after one is a veteran, criticism must be sparing. Even then it should be prefaced with an expression of understanding why circumstances are as they are.

Companies, and Even Departments, Vary as to Type

If a company is formal, be formal. They will think you fresh if you go around calling people by their first names when the accepted practice is to call each man "Mister." You cannot change the company type for some time, so be a part of it until you can gradually help break down any stuffed-shirtedness. If a company is sociable and everyone friendly, get into the spirit. Even here it is wise not to be too pushy; let them get used to you. They will acept you in good time if you are the type and will fit.

Some companies are definitely conservative. They have been in business for umpteen years and have had successful results with their methods. They may need new blood and perhaps that is one reason why they hired you. If so, they will expect results and recommended changes, but don't worry them to death. And don't feel hurt if you cannot revolutionize methods overnight. The successful man fits in with his surroundings and bores persistently from within. They'll budge, but give them time. If you rush them unduly, they will sit down on you and not give an inch, no matter how right you are. Keep your ideas and objectives. Just be smart in the way you work them in.

On the other hand, if the leadership is aggressive, snappy, and progressive, pace yourself accordingly.

Companies vary even in the way the employees think and talk. Each has its own lingo, its pet expressions. Learn to use them; you will endear yourself to the employees and be thought of as one of them all the more quickly. Some companies are

kidding outfits from the president down. They like a wisecrack mixed with the conversation. Otherwise, they think of you as a dud, and you do not belong. Think of all these things when you first go with a company. Become a part of its mores.

Whose Fault Is It?

Remember one cardinal principle: if you are unhappy in an organization, it is usually your own fault. The fact that there is an organization, that it has been functioning, means surely that not everyone is wrong but you. People as a group are intolerant of those who are not like them. They feel that a fellow is all right if he does things in the same way they do. So there is no point in grousing.

If you can see the point of fitting in, you should be in for pleasant companionship and relationships. People will go out of their way to help, if they feel you are one of them.

Learn as Much as You Can and Quickly

Every business and industry has terms of its own: castings, lasts, doffing, picks per inch, sizing, lehrs, monorails, chain hoists, etc. Learn these terms and use them as your own. Come to understand their meanings. Ask questions about the meanings. The quicker you can bandy about the terms of your company, the sooner you will be considered an old hand.

When you know your way around and can move around as a veteran, then you are no longer thought of as a stranger. Knowing whom to contact on this or that, where to find equipment, how to get repairs made—all those count.

It is a matter of fitting into the landscape and quickly. The theory of the etiquette of eating is to dispose of your food as unnoticeably as possible without calling attention to the fact that you are eating. The same goes for your relations in a company. As soon as you melt into the group, are part of functions,

and one of the wheels without a squeak, then you can feel that you belong and that you are a part of the entity.

Study the Company before You Join

If you are smart, you will study the organization before you join it. Merely because you like the job opening or the products the company makes or its national reputation is no guarantee of happiness in your work. Your best bet is to meet as many of the people as possible, so that you can see what sort of people they are and go through their offices or mill in a preview. It is perfectly in order to ask for such a privilege. Then if you feel that they are stuffed-shirts or too *hoi polloi* and that you cannot belong wholeheartedly, then don't start out with them.

Fit In or Leave

Some people simply cannot adapt themselves. If such is the case, the fault lies with them and not with the company. Under such circumstances, leave in good spirit and in recognition of the fact; don't blame someone else. If you cannot match aggressiveness or cannot be a "hail fellow well met," make the change before you have a nervous breakdown or are permanently soured on your lot in life.

The fact is that most of us can change. We can develop our personalities by our contacts if we put our minds to it. So much lies in wanting to do it and realizing the advantages of fitting in with the customs and people.

You have such an opportunity to change when you join a new company, for then you have cut all strings with the past and are accepted for what you seem. Even those who are known as a particular type can change, for what you do determines how you are judged rather than what you feel. It is pretty much up to you, therefore, and you can belong or be a stranger, according to your choice.

Make Haste Slowly

Later on we shall urge you to "go in and pitch," but here we caution you to "make haste slowly." Yet it all makes sense. You must get things done, but at the same time you are up against certain forces militating against your ploughing ahead too quickly.

One obstacle always confronting you is the established mode or method of proceeding. Now someone put those methods into operation. He may still be with the company, and, if so, the likelihood is that he is proud of his achievement. So be wary how you attack.

Custom is another fellow hard to budge. Although we are truly in a dynamic world, we do not like to be continually upset. The idea of security in the old ways appeals as much as personal security. Many are mentally lazy too and dislike continually learning. Under these circumstances, it is wise not to move too fast or too roughly.

Varied viewpoints are another deterrent against moving too quickly. It makes no difference that some of these views may be woozy. Their authors like them as much as you like your own ideas. You cannot assume that because you want something done in a certain way or wish a particular change made that others will feel likewise. These people have their own entries into the inner sanctum, so work with them, even if it takes longer.

First Make Sure

Chop off small chips before you cut deeply into a project. When big rubber companies first built "pilot plants" for synthetic rubber, they were making no innovation in method. For years laboratories have experimented on a small scale before launching full blast into production. The same works for you and your ideas. Try them out on a small scale first. Make sure they work before breezing ahead with full-scale change. "Pilot" changes save you from embarrassment and loss of

prestige. You have much more assurance of soundness in your approaches. Your schedule for completion may take longer, but your results are much more certain.

For your own changes—how fast you move and where you move—have a sound foundation before trying something else. Gambling on a position which may be too big for you may be worth the risk, but at least be sure that you have decent preparation. It is so easy to feel that you are prepared for other work long before you actually are. The feeling originates in a desire for change and in wanting the job rather than from a conviction that you are ready. The confidence that others have in you is disturbed if you have to be bumped back after failing on a job. You sometimes jar your own self-confidence and you go through all sorts of physical conflicts that can ultimately affect your health.

How Quickly Should You Produce on a New Job?

As mentioned elsewhere, your boss in most cases will be exceedingly reasonable as to the rate at which you should catch on. In most instances, he is building for the future; therefore you will have time to catch on. However, if you happen to be thrown into a job and expected to make it go, the boss will make allowance for error and expect you to make mistakes every so often. He does not expect miracles; in fact, in most cases, he would much rather have you check with him so that you will merely get your feet wet and not go in over your head.

Remember one point that comes up again and again: people take new employees at face value. In the first few weeks or months a man's general reputation is made in such a way that to change it is difficult. So initial performance is important. Your associates mark up the box score on each performance. Your batting average changes quickly in these early days.

When you start with a company, everyone is interested in what sort of person you are. Your company will most likely

be either a superiority-feeling type or an inferiority-feeling type. If it is either one of those two, then it will be extremely wary of radical changes. Even in the healthy, extrovert type of organization that takes changes at face value, it is well to start slowly. You go farther in the long run.

If you can be right in everything you do, you will find that confidence will increase in geometrical proportion and, as a result, so will your rate of accomplishment. But it takes time.

One reason for moving slowly is the natural reaction of people to someone new. They have to get used to you. They will work with you if you move in gradually. Otherwise, they will simply quietly buck you, object to what you want to do if you keep bustling along. Give them a chance to take the part of your hair, your grin, and your manner as part of the furniture. When you are new and want to get things done, it is frequently because you want to earn your money and do a job. As someone with a fresh, new viewpoint, you perceive what others in the organization take for granted. If you tear along and arouse opposition in the organization, your top man will back you only so long. He cannot afford to let one newcomer tear his organization apart or even disturb it.

Then, if you pull too many boners, the boss will be even slower in giving you responsibility, for he cannot have as much confidence in you as he would like. At the beginning, let him dictate pretty much the speed of your accomplishments or assignments. The promptness of your answers will do more to speed you on your way than anything else. He will soon want to see how much initiative you have and how much original thinking you can do but that will be after he has somewhat relaxed the reins.

Do Not Push the Boss Too Fast

It is bad enough to beat your head against a stone wall built by your associates, but to scuffle with the boss in the early

stages is something else again. First and foremost, he wants to protect you and to get you started right. He wants to be sure that you do not stick your head out and get it chopped off. If that is his angle, you make a serious mistake in rushing him. In most cases he is only too eager that you take the bit in your teeth but only when he is certain that you know the road and that major obstacles are out of the way.

If he sees that you keep bulling ahead against his advice and direction, the natural tendency is for him to think that you do not have too much sense, that you are immature, or that you have poor judgment.

The boss considers the organization, department, or the shift as his "little red wagon." It is his show, and he likes to run it. If you get too pushy, he is just as likely to "bow up his back" and show who is the boss. He may be humanly jealous, too. He doesn't want a young upstart running his show. So give the boss time and be smart in general about making haste slowly.

HIGHLIGHTS OF "BELONG"

Be adaptable in your work

Recognize the difference in organizations and fit in
Enjoy the people—differences are only superficial

Beware of criticizing

Appreciate the good points
Lie low on criticism if you are new

Be part of the setup

If the company is conservative, it may need ginger, but "bore from within"
Learn the lingo

If you are unhappy, blame yourself

Learn quickly
Get the hang as fast as possible. Ask questions

Study the company before you join
If you will not be happy, don't join

Fit in or leave

You are up against strong opposition
Established practice
Custom
Differing slants

First make sure
Try it out on a small scale
Be certain you are ready

Prepare well

Get your feet on the ground
Let people get used to you
Be sure you are right

Do not push the boss too fast

2. Carry the Ball

FUMBLES are as costly in business as they are in football. In a like comparison, the man who carries the ball earns the same recognition in business as in football. Business is essentially the function of getting things done. It is action—producing goods, selling, maintaining records, finding new methods, buying supplies—all accomplishments of one sort or another.

The Boss Depends on You

When the boss makes an assignment or has some sort of job, it means he needs something and he expects you to hop to it—not to meditate over the job and let it languish until other work is completed. His work has highest priority unless you have specific permission to lay it aside until a certain date. So get his work out in double-quick time.

If the boss gives you a job which you personally are expected to do, don't pass the buck to someone else behind his back. Even though you grab credit for it, he will eventually find out who is doing your work for you and by-pass you in favor of one who delivers. In that same connection, don't duck work when the boss gives it to you. Don't even show any reluctance to do the job. He has too much to do to bother selling you on the job. Or if you do not like certain kinds of work and become choosey in what you do, the boss will soon turn to a wheel horse to get his work out. Even though you have too much to do, seize every opportunity to be given more responsibility; then make sure you get more help if you need it.

Generally, the boss's time is worth considerably more than yours. When he gives you a job to do, he expects it to be right—

it is not fair that he should have to check every minute detail, every figure. So make sure your answers are right. Take more time if necessary to check your facts and figures—but be accurate. It is much better to be late and post the boss on that fact than to give him a bum steer.

Don't Lay Eggs

The egg layer is a pernicious sort of individual who comes into the boss's office, drops an egg in his lap, and expects the boss to hatch the chicken. This device in fact is artfully practiced by many spineless individuals who are so afraid of making a mistake that they leave it up to the boss to make the decision. Sure the boss has to give final approval, but he should have something to work on, positive recommendations or alternatives. He should not be expected to sit perspiring over the egg and hatch it himself.

Practically, if you are a minor supervisor, this is an example of laying an egg. You have a valuable man in your department who is highly skilled in his work. He has taken it on himself to suggest to newer members how to do their work; he tells them what he thinks they should and should not do. You have a talk with him. He is belligerent, half-denying and half-saying what-if-he-had. You have tried several times to reason with him, but it does no good, and morale in the department is going to pot. You take it up with the boss and dump it in his lap. What you should do is tell the boss what has happened, what you have done, and how the situation shapes up as of now. Then you should outline what look to you as the most reasonable alternatives: fire the man, lay him off for a while, have the big boss talk, give him warning of discipline unless he desists, or ignore him and talk personally to everyone else in your department. Then you tell the boss that from where you stand so and so looks like the best move—what does he think?

Necessity sometimes demands egg laying, but strong men

duck any semblance of laying an egg. If you have a boss who likes to give all the answers, you may sometimes find it more advisable to give the background and develop the reasoning to such a point that there is only one logical decision (the one you favor), then let him make it. Actually, it is your decision, but this is not real egg laying. The genuine egg layer plops it down with no possible indication of a solution.

Always come up with some sort of recommendation, if only that it seems best under the circumstances to do nothing at present. Even if your recommendation is not accepted and is not right, you have at least given the boss a guide and a start. He needs your analysis of the problem, your account of all facts, your preliminary thinking.

The boss has more to do than to work on all problems. He must rely on you for ideas, suggestions, alternate possibilities for solution. If he draws a blank every time you come in, he will soon tire of the burden placed on his own shoulders and plan for your replacement.

Carry the Ball—Don't Drop It

Laying eggs is something like having the ball passed from center. You don't know what to do with it, so you sit on it. Dropping the ball is almost as bad—you carry it for a while and may pick up some yardage—then you drop it; someone else recovers, and you have lost all you gained. Every time you drop the ball or assignment and someone else has to pick it up, the boss loses a little confidence in you. Again, it is a matter of getting things done and his being able to depend on their getting done.

Speed and thoroughness determine what jobs you get in the future. The boss thinks of you, surely, and the handicaps in the way of your finishing jobs, but he cannot dillydally for any length of time. He will turn to the man he is sure will go ahead with the ball and score a touchdown.

When you drop the ball, fail to clean up an assignment with dispatch, or have your costs all wrong in a report, you will certainly get another chance. You can erase your mistake too. But your reputation is built according to the way you carry the ball. If you make enough fumbles, they will begin to add up. From then on, every failure will cast some doubt on your future possibilities.

Plan Your Work to Carry On Through

One reason why men sometimes run up against opposition when they are carrying the ball is that they do not get their interference out in front of them and, accordingly, run smack into the opposing line. When you have a job to do, the first step is to get clearance or agreement from the boss as to your aims or objectives. That is getting your signals straight. The next step is planning how you will do the job, what play you will use—smash through the center of the line, slash off tackle, forward pass, reverse, statue of liberty, or what. Once you have clearance, you may enlist the boss's help to clear out some would-be tacklers and give you an open field.

Too frequently we are in such a rush to do the job, so eager to tote the ball, that we do not think. We fail to figure where we are going or how we are to get through. This is a plea, accordingly, for carefully planning jobs before going ahead. We must visualize what obstacles we shall run into, how to handle the people we shall contact, what other moves we shall take if blocked.

When we think that reputation grows according to the way we carry the ball, we can certainly afford to do a thinking job on every assignment or on every type of work we tackle. Some people plan their work all right according to a certain line of attack, but if they are blocked there, then they quit and tell the boss it can't be done. The boss wants it done. Therefore, be flexible. If one line of approach does not work, have another

one ready. Never be stumped. Have a full bag of tricks so you will never be stopped cold.

HIGHLIGHTS OF "CARRY THE BALL"

The boss depends on you
To do the job
To make recommendations

Don't lay eggs

Don't drop the ball
Your boss will lose confidence
Fumbles add up

Plan your work in advance
Figure out attack
Remove obstacles in advance

3. Go In and Pitch

WHY is it that some men have the knack of doing things, while others seem to take forever on any job? The difference is great, whether men are hauling brass fittings, drawing blueprints, running departments, or building shelves at home.

Failure to think clearly is one cause of failing to get things done. Poor planning is another. Lack of know-how slows down many. Plain slow moving is a great drawback. So-called "procrastination" keeps another large number from scoring accomplishments. Whatever the problem, it is strange that a man's greatest satisfaction—pride in accomplishment—should be so difficult of attainment. Of all pleasures, nothing lasts so long or gives as great a lift as feeling that you have done a good job—regardless of the job.

A man must earn the reputation for getting things done—"moving trash"—if he is to move along in business. Whether selling, keeping records, scheduling goods, or clerking in a store, his job is getting results. Production is fundamental to all business, and the man who can do things or get others to do them has a place in any business.

So frequently in business a man does only what he absolutely has to in order to hold his job. Others work hard to make a showing, then dog as long as they feel safe. Through fear of the boss, many others work hard, but when the boss is not around, they loaf.

Key men in business have sustained drive. Sprinters are no good in this game, for business is a long, steady marathon. The man who makes a dash and stops gets nowhere. Every day performance is what counts, for the sad truth is that many boss

men are inclined to forget what you did yesterday. And if they remember anything, they will likely remember what you did wrong. As it works out practically, people are critical more often than they are complimentary. In one large company which operated under written personnel records of a man's performance, department heads had to be constantly jogged into putting down the men's good points along with the bad.

All of this adds up to a need for always "being in there punching," as one assistant said of his boss. A man who earns a reputation as a steady "trash mover" is a long step on his way toward success in business.

Step Up the Tempo

Pace of work determines in great measure how much you accomplish. You will occasionally see a slow-moving, dreamy-looking man get a lot done. He is invariably a rather brilliant sort of fellow—of whom there are mighty few in this world. Most of us do not qualify. Most of us, in order to move ahead of the field, simply have to move faster. A high percentage of "trash movers" drive themselves at a consistently faster clip than the run-of-mine businessman.

The idea is that you will inevitably get more done in the process of covering more ground in a day. It takes discipline—a fellow has to drive himself when he frequently feels like stopping to chat about hunting, the baby, the Yankees, or the weather. A fellow need not be a greasy grind nor must he refrain from stopping for a joke or a wisecrack. Nor does it mean that he is to tear around with a frenzied look on his face or his nose in the air. It just means that he cuts those breaks between jobs as short as he can and steps up the rate at which he works.

Some people work by jerks, they amble along and then suddenly tear around like mad when a job has to go out. More, however, plod along as if on their way to the dentist.

All top men have drive. They maintain a steady, fast pace. They seldom seem rushed, but they keep everlastingly at it—and at a good clip. One of the tricks in achieving success in business is to gain the attention of those who count. How you attack your work is one of the best means for doing just that—not putting on a show for the big boss but earning a reputation as a steady, fast worker.

This is all very well, you say, but how does a fellow go about stepping up his pace? Like most of our characteristics, pace is a matter of habit. We somehow fall into a particular way of working, and that's all there is to it.

Stepping up your pace should be something of a game. You work it just as in training horses and track men. Either you can time yourself and decide to cut down on the time it takes to do a particular job or you can decide that you will do so many jobs today and set out to do them. At first, scheduling and timing should be well within what you would do anyhow, so that you feel a sense of accomplishment as you complete your schedule on time. Then you gradually increase the number of jobs you expect to do or else cut down on the time you allow yourself. Another angle is to establish a new habit of speed at which you work. If you amble around and leisurely putter at your job, consciously move faster, jog along, and be "busier." Walk faster. Write faster. Use your head and plan so as to cut out waste motion. This will actually be fun because you will be surprised at how much more you get done.

It seems reasonable that any jarring out of an established rate of work can succeed only if planned for the bulk of a man's waking hours. Many of those in business feel that they owe but eight hours of work to their company. In a sense that is true, for a man earns the enjoyment of recreational hours, his home, and his family. At the same time, in order to move ahead of the pack, he has those sacrifices he must make. If a man lolls along outside of working hours, he finds it mighty tough

to build an entirely different set of habits for work. Those same men who accomplish a lot at work have an uncanny knack for doing more during off hours. Certainly they stretch out and relax. They take it easy with a snooze before dinner or a neighborly political powwow over the back fence. On the whole, however, their waking hours are full because of efficient habits that carry through whether in business or at home. These successfully established habits become unconscious and consequently diminish any nervous strain resulting from pushing oneself. This is best done by stepping up the pace during one's entire waking hours. Then increased production comes more naturally.

Leads for Increasing Accomplishments

Keep an increasing number of projects going at the same time. The one-job-at-a-time man has grave limitations. He demonstrates a lack of capacity for more complex jobs. Those who show ability to take on varied responsibilities turn from one job to another, giving each a shot so as to move it along. Top men develop the ability to plant many different crops and keep cultivating each rather than relying on one crop which can so easily suffer a blight and die. It is amazing how heads of business can shift their thinking from one subject to another and move from problem to problem, keeping them all going until some are inevitably solved. So much goes on in business that the man who can tackle only one problem at a time cannot hope to be given more and more responsibilities. A man must learn to pick up a job, start it on its way, pick up another, and another. In some respects, this manner of working is unsatisfactory since it is harder to keep the thread and then do a thorough job. Practically though, such a terrific number of problems crop up that few can be solved to perfection. Looking at it another way, however, if a man takes enough time to do a

real job on one assignment, he is likely to take an intolerably long time at it and unnecessarily emphasize the job. His total number of accomplishments is consequently cut down. So learn to turn your mind and attention quickly from one job to another, allotting each only enough time to get it well on its way.

Learn concentration. Business is full of distractions. Interruptions vary from telephone calls to a passing blonde. Center your thinking on what you are doing. Overcome the affliction of a grasshopper mind which hops from one thing to another. Of course you must go from one job to another, but this does not mean aimlessly thinking of one subject after another without sinking your teeth into the meat of each. The grasshopper worker gets little done because he nibbles at each issue and then vainly looks for a juicier morsel, one easier to handle. Concentration actually dovetails with ability to handle a number of jobs at the same time. Thereby you think of what you must do, do it, and then approach the next one at once.

Follow through. Every single good business leader keeps after each job he starts until it is finished. He has many irons in the fire, keeps reheating them, and lets none of them grow cold. One of the saddest failures is to have a good idea, get it started, sell it, and then let it drop through sheer neglect. Certainly, you will have plenty of jobs in the works, but you are bound to keep them all going if you are to earn more responsibility. The idea is not to forget a single one until it is finally buttoned up as an accomplishment.

Get in and pitch. Some jobs are nastier than others, some tougher than others. At first you will have to force yourself to do the unpleasant one, or find that it is easier to let it go until tomorrow, tomorrow, and tomorrow. If you discipline yourself to take up the mean one first and get it off your chest, you will find that the rest come so much easier; you breeze along on the impetus of that one tough job done.

HIGHLIGHTS OF "GO IN AND PITCH"

Develop sustained drive

Step up the tempo—work faster

Change your work habits

Schedule yourself; time yourself; use your full waking hours

Increase the number of your accomplishments

Learn to do a number of jobs at the same time

Develop the power of concentration

Follow through

Get in and pitch

4. How Hard You Should Work

Hours per Day Are Not Important

You cannot specify a definite number of hours one should put in each day. The number is not particularly important; the accomplishment in those hours is the gauge. Some accomplish more in a shorter time than others. They think more rapidly, concentrate better, and think more clearly. If you think slower, move slower, and require time for decisions but still want to go places, your sacrifice will be greater. If you cannot speed the tempo or are working as well as you can (this is doubtful, but suppose you do reach that state), then you must work longer and more steadily. Do not go by the more brilliant people you know—accept the difference and compensate by greater effort.

Measure time expended by your own rate of progress, your own record of accomplishment. If you are behind the parade, dig in and plug harder.

Use Your Evening Hours Wisely

Evenings are the time for extra progress. These hours are not for your day-by-day job. If you have to work many evenings on your regular job, either you need more help or you are not using daylight hours efficiently.

Special jobs and projects are naturally excepted. Do not be a clock watcher who stops on the dot, regardless. Your business responsibilities come ahead of incidental family chores, such as shopping, dinner at six, a scheduled movie, etc. Keep your

work uppermost in mind. The boss will think little of you if you cannot make occasional sacrifices for the good of the organization. For special jobs or a particular progress objective, carry through no matter what the hours. Please note the emphasis on "special" and "particular." You make little long-range progress by being a greasy grind and working all sorts of hours, day in and day out. What happens is that your entire pace slows down, and you grow dull. You extend normal work over your now normally longer hours. Sometimes you put off work until evening and fritter away the daylight.

Schedule your development work in the evening—your periodicals, books, or correspondence courses. Pick a certain, unbreakable time and a place where you are used to getting work done. Associations are important. If you are used to loafing in the living room with the radio blaring, you will find it hard to concentrate on extra reading there. Find yourself a brand new place, if possible, where you have quiet and no interruptions—sitting propped up in bed, relaxed, and in pajamas is sometimes the best place of all. There should be few distractions or you will find concentration difficult. Stick to a schedule with a goal for each evening, week, or month, or you will find yourself with too many other more interesting diversions.

Allow Time for Relaxation

Schedule ample time for fun and recreation. Straight business is dulling to your personality and general over-all development unless you provide clean breaks. If you can possibly break your weeks by using week ends for family, fun, and change, you will be wise. Even if you must steal a few hours on Sunday for work, occasionally, use the rest of your hours to forget about it. Winter evenings are more conducive to your extra-curricular work—hot, summer evenings for relaxation and rest.

Although your personal progress and development will most

likely require more than eight hours' work per day, keep a balance in mind so that you have fun out of life. Otherwise, you defeat yourself and arrive at the state in which you cannot relax or enjoy yourself. Then you are hard to live with. You can become so wrapped up in your work that your objective is work rather than benefit from accomplishment.

Please note the emphasis on scheduling and sticking to the schedule, for you can easily go overboard one way or the other.

Gauge the Emphasis on Your Work

Four general measuring sticks determine how much and how hard you work. As stated above, time will vary according to your abilities. It will also vary according to your ambitions, your objectives, and your opportunities. If your aim is a general managership, you will need a longer range development program. If you want a minor supervisorship, your extra work will be less confining, but if you have any ambition at all, you will continue your own education through your entire life.

Your first measuring stick is how you run your job. First in importance is working well enough and hard enough to do a first-class job on your present assignment.

The second measuring stick is how much you improve your job. Work hard enough in regular hours and off hours to make improvements you can call your own and can refer to as your own personal accomplishments.

The third measuring stick is your own personal improvement. This continues at all stages of life and is a must. One error worth warning against here is the use of educational work as a wedge for promotion. Further education is your own personal development; the dollars-and-cents value is difficult to gauge. Management is always confronted with course takers who desire no personal benefit from nor make any practical use of their extracurricular efforts.

The fourth measuring stick is your preparation for promo-

tion—what you do in advance to prove your fitness for more increased responsibilities. This will be connected with your present work as well as with your development of a broader outlook.

The Final, Extra Effort Wins

You hear runners speak of the winning kick, the final homestretch spurt that wins races. Men have won and lost jobs on that extra kick. Failures have become successes (this is actual fact) after they had been considered for dismissal. It is steady, undiscouraged development that turns the tide when others drop back after a spurt. The winners keep plugging and then, when the chance comes, they put on the extra burst of speed that turns the trick. But you can't quit, and you can't let down. Keep in there, and when the special opportunity comes (it may be a matter of years, and the opportunity may take months in shaping up), be in there with the extra hard work which will shove you into the job.

HIGHLIGHTS OF "HOW HARD YOU SHOULD WORK"

Work the number of hours that you personally will need to accomplish your aims

Schedule evening work for your further development

Allow time for relaxation and recreation

Measuring sticks for how hard you should work

The way you are running your job
The rate at which you are improving your job
How much you are improving yourself personally
To what extent you are preparing for promotion

A steady pace and an extra "kick" are what you need

5. Know Your Rights

A GREAT puzzle to one new in business and indeed to many a man in business for years is what he has a right to expect. He mighty soon knows what is expected of him, but what rights he has, what consideration is due him—about these questions he is in a perpetual fog.

When newer men are not sure of their rights, they do not know how hard to try for and to push for what they want. Even older men of longer service who are more sure of themselves and know more are frequently afraid. They see others pass them by and are not sure why. Some feel frustrated for years because of being bulldozed or bullied by a strong-willed, domineering martinet. For regrettably true is the fact that some executives run their organizations by creating an atmosphere of fear. Those in subordinate positions are subconsciously afraid of such bosses and wonder if they have any rights; by scowls, lifted eyebrows, fisheyes, roars, and cutting remarks, do such petty dictators rule their bailiwicks.

The Right to a Reasonable Explanation

Everyone is entitled to a reasonable explanation of assignments. A major fault of many men in authority is so great a jealousy of wasting time that they bark out sketchy statements of what they want. If the man receiving the assignment cannot obtain a more complete explanation, he goes back to his desk and frets. By a process of guesswork, he tries to figure out what the boss wants and, in a fog, gathers something together. Frequently it is wrong. The boss may or may not blame him but, regardless, time has been wasted for the job must be done

over. The man who has been assigned has two rights: first, to ask the boss questions so that he will be sure of understanding the assignment; second, if he is well into the assignment and runs across points he does not get, he has the further right to check back with the boss.

Likewise, a man has a right to know why he is doing a job. The best supervisors of any kind or rank will take time to explain the "why" of any assignment. If such men do not explain the reason behind the assignment, a man has every right to ask in a tactful way for the purpose. An intelligent job will much more likely result when a man knows the object of his assignment.

The Right to Reasonable Completion Dates

A reasonable completion date for assignments is another right every man has. Naturally, some jobs take priority over others. Some are rush jobs; others can be worked into a schedule. Some executives expect everything at once. It is to a man's best interest to realize that he has a right to a reasonable time for the job. He should not be in a dither of frantic haste working on each assignment. If he cannot finish the job in the time demanded, it is up to him to say so and indicate in a diplomatic way the date when the job can surely be expected. If a man can meet his completion dates, his position is much better, for the boss will be able to count on his jobs without special follow-up. It is well, therefore, to insist on a reasonable time to do the job, realizing that certain ones must be pushed through because of emergency requirements. There should be an understanding as to completion time when the assignment is made.

The Right to Service

Another basic right in management is to service regardless of executive status. In some organizations those rendering service cater to executives of a certain rank and those in sub-

ordinate positions subsist on crumbs. A man in a higher position should be given better service, certainly, since his time is more valuable to the company and his requirements more urgent. On the other hand, if service is set up to accommodate all members in the organization, those in any minor capacity have a right to expect and to get such service without having to crawl for it. No matter what the service happens to be—mail, information on orders, cost data, quality statistics, stenographic help—if you are entitled to it, insist on it. Even if it involves going to the top, there is no excuse in having to beg for service merely because you lack organizational prestige. One thing to ascertain first, however, is assurance that you are entitled to the service—then go to it.

The Right to Know Where One Stands

Your best managed businesses today believe in letting a man know where he stands. Each employee has a merit rating given by his superiors, who tell him how he rates in the semiannual or annual checkups. They make a point of correcting a man when he does anything wrong so that he does not go off on a tangent or set up bad habits. They jack him up if he grows sloppy in his work, starts dating the telephone operator, or appears content with making snap decisions rather than doing a thinking job. All these conditions are found in the best run organizations. But even in the most topnotch concerns, the following weaknesses appear: the boss is so rushed that he does not take time to check his men properly; the supervisor believes in leading or setting an example rather than observing closely the personal development of his men who may need guidance; the supervisor may be a nice guy who does not like to be picking at his men or criticizing them. Many other types of boss men, including those who are a little on the mean side, do not follow good principles of supervising their men. As a result, the men do not know where they stand. As a matter of

fact, they may be blissfully ignorant of any shortcomings and think they are doing a fine job.

The danger in not knowing where you stand is that in all innocence a man may be heading straight for the fed-up stage and have no idea that such is the case. Being fed-up is a peculiar phenomenon in American business or in relations of any kind. What happens is that you let small things go for a long time until suddenly you cannot stand it any longer—then you fire the guy, go to another store, or move, whatever the difficulties may be.

Although it is simply poor management to reach a fed-up stage, many transfers, demotions, discharges, and freezing-a-man-into-quitting take place merely by letting a series of bothersome weaknesses pile up without doing anything about them. Since supervisors of all ranks are sometimes prone to avoid making corrections at the time the mistakes take place, it is sometimes requisite that the employee himself insist on knowing how he stands.

Before going into a man's own personal checkup, it is worth looking at another species of management animal who fortunately is rare. He is the beast who delights in keeping his help on tenterhooks so they will be afraid of him, will hop when he barks, and will feel so insecure they will not dare ask for raises.

From all these supervisors, good and bad, a man has a right to know where he stands and to have a feeling of security in his work. There is no excuse for a man's being in constant fear of his job or being perpetually disturbed as a result of not knowing whether or not he is doing a good job. Under such circumstances a man has every right to check with his boss as to how he is coming. He should "review the situation" periodically if the boss fails to do so. If the boss puts him off with a short "You're doing all right, Bob," then a fellow should feel free in all sincerity to insist on going into the situation more thoroughly. If the boss man sees that he is sincerely

interested, he will, in ninety-nine cases out of a hundred, go into a man's record and make an analysis for him.

If you ask the boss what you should do to improve your work and to develop, you will sometimes be shocked and amazed at how little he knows of what you consider to be serious shortcomings. On the other hand, it is essential that you know where you may be falling short of expectations and that you be guided by what the boss thinks—that is what you must stress. If you know of other shortcomings, you will have plenty of time to correct them—as long as they are not affecting your work in the estimation of the man who counts.

The Right to Recognition

You have full right to receive recognition for accomplishments. Routine work performance is one thing—your job calls for such work, and you are being paid for it. On the other hand, outstanding work of any sort deserves recognition, such as a clever job of machine fixing, a good analysis and study of a problem, solving an expensive cost leak, or a neat job of salving friction between people in the department. Ordinarily, such accomplishments should be noted by your immediate supervisor and brought out in his dealings with top management. Where such is not possible, the least the supervisor can do is to take such jobs into consideration when rate increases or promotions are possible. Almost always a man has to depend on his immediate supervisor to give him credit for accomplishments, and the wide-awake supervisor is on the lookout for opportunities to give credit.

However, regardless of the above, there are times when a man must do some horn-blowing for himself. The great "I am" is an obnoxious individual. When heard too often, people become either disgusted or jealous. But there are ways of calling attention to what has been done without bringing in "I, I, I, I, I." It can be done without being too bold. Whether you

do or do not wave your own banner depends upon the situation in the organization. When those near you and your boss are on the lookout for outstanding work and immediately praise a good job, then one is much better off being modest. On the other hand, in an organization where they take all kinds of work for granted, then it may be best to talk once in a while about the difficulty of what has just been done.

The Right to Consideration for Promotion

Another right of every ambitious person in business is consideration for promotion. Here, again, most progressive organizations make it standard practice to review all members periodically as to progress. Then, when openings are available, all possible eligibles are considered. Factually, no one knows precisely how a new man will make out on a position, since there is no way of foretelling how people will take responsibility. If a man feels confident that he can successfully perform the duties of a better position, he has every right to ask for consideration and to stress his own qualifications for the job. Even if the current opening is filled elsewhere, the application has had a worth-while effect: those in authority realize a man's ambitions and may give him benefit of the doubt in future openings. Of course some people without qualifications are inveterate job bidders and cannot be given breaks just because they want the job. In many cases, however, men may be passed over who might conceivably take on more responsibility, so there is all to the good in trying.

The Right to Be Heard

In these days of increasingly enlightened management, more and more companies are interested in how people think and feel. It used to be that the boss man was the dictator. He gave the orders and others were expected to carry them out. In effect, the head of a company determined all policies, decided

what should be done in all cases requiring any sort of a decision, and, in short, ran the whole show. Business is much too complicated today for any such one-man management. True, the head of the organization or department is responsible for what goes on and must be consulted. Today, however, he expects help from those with him as long as he controls the setup by approving or vetoing from an over-all viewpoint. Specialization renders it impossible for any one man to be the supreme authority on all issues.

As business works more and more into a phase of industrial democracy, requests from members of an organization receive strong consideration. Wants and desires, ideas for improvement, suggestions for solution of problems will in the future receive much more attention than they have in the past. It is a man's right and obligation to take advantage of such circumstances.

Naturally, nothing works by absolute ritual or formula. We are still dealing with people who have a certain amount of self-importance as well as the moods to which we are all subject. We, therefore, use common sense in our requests. We make them at a time when they stand the best chance for a favorable reception; that is, when the man doing the hearing is not snowed under, when he is not on his way to something on which he has set his mind, when conditions are such that there is a reasonable chance for putting the request into effect. The approach is also a key to getting what you want, but more of that in another place. The essential angle now is that a man does have the right to be heard, to express his opinions, and to consideration for his ideas.

We can have no responsibility for the petty tyrants who are afraid of giving others credit for ideas or who feel that a department or organization is a one-man band. The only solace is that such men are on the decline and will gradually fade out of the picture. For the present, if one is unfortunate enough to be in

such a setup, the only recourse is to endure or to leave. There is generally a way to get around every small-spirited tycoon. The best way may be to see that he gets credit for all that you do in the hope that he will be sufficiently grateful to recommend you for a better position elsewhere or that, as a result he will receive a promotion and leave his job open for you. Another tack to take is one of fairness. Unless a man is a first-rate scoundrel, he likes to feel that he is being fair to everyone. An appeal to fairness frequently brings results.

The Right to Consideration

In regard to changes affecting you, you have the right to be considered personally before those changes go into effect. You merit an explanation and the chance to voice objections. In nonprogressive organizations where they do not go down the line on changes, you have a perfect right to request an explanation and to express your views. Factually, if you are with a one-man organization and complain often enough, you will find "Mr. Big" consulting you before he makes future changes. Sometimes you have the job of educating the boss even while he is doing the same for you, since his neglect is frequently unintentional and is due more often to exigencies which he feels require him to go ahead without delay.

The Right to One's Convictions

A final right, in line with expressing opinions, is the right to maintain and hold one's own convictions. So frequently organizations assume their personality from the top men. It is simple, therefore, for the boss man's ideas to permeate the entire group, whether they are right or wrong. It is a mistake to yield one's personal convictions or to grovel mentally before the boss man. As was mentioned earlier, if he is any kind of man, he respects his force for their convictions and does not expect to dominate the ideology. In many instances, if he is smart, he will gather

around him men who will complement him by giving him opposite viewpoints. Thus, if you merely assume that you must feel as he does, you are making a patent error.

HIGHLIGHTS OF "KNOW YOUR RIGHTS"

Reasonable explanation of assignments

Reasonable completion dates for jobs

Service in the organization

Knowledge of where you stand

Recognition for accomplishments

Consideration for promotion

Being heard

Consideration

Your convictions

6. Produce—Don't Politick

As LONG as you have people, you will find intrigue in some businesses, just as you have intrigue in family life, society, politics, and almost anywhere else that people gather. Intrigue involving cliques, throat cutting, favoritism, intricate moves, etc., is a dubious way of conducting business and is fraught with every kind of disaster. Businesses have collapsed through internal dissension; men have committed suicide; heaven knows how many cases of stomach ulcers have resulted from the attendent worry; bitter hatreds have evolved; fortunes have been lost; men have been ruined—all because dirty politics looked like a short cut in preference to playing the game right.

Smart businessmen appreciate the hazards of politicking and well-run concerns chop it short. They know how morale suffers when men discredit one another by innuendo, when a small group holds the ax over an organization, or when any underhanded methods are allowed to run unchecked.

Politicking Is a Temptation

Working *people* rather than the *job* looks like an easy way. Some feel that if they can get on the right side of the boss, they are made and won't have to work so hard. True it is, too, that in poorly managed organizations, it is possible to get next to the boss. Then the lucky fellow feels that he has an easy road ahead.

No one respects those who politick; sometimes they fear the treacherous lot, but they feel no respect. Apple polishers are a sorry sight in business; they can't call their souls their own.

The boss may tolerate and even favor them, but a mighty slim thread keeps the sword from falling. Politicking is hazardous—people change and jobs change. In a politicking organization, conditions can grow so rotten that the top men will have to go. Then the new man has no recourse but to "clean house," and the first ones to go are the sycophants who hitched their wagons to the boss.

Digging Cellars Does Not Pay

Men who are ordinarily perfectly honest sometimes grow impatient for promotion or afraid of their own positions. They will almost unwittingly undermine the other fellow, if he happens to do something unfortunate. Most grave digging is not planned, nor premeditated, but sometimes a weak sister will add to the discredit of his competitor if the grave is already being dug.

Keep your hands away from any cellar digging. Even though it may work in one particular case, it is an insidiously rotten habit, which grows on a man in the same manner as those deviations from truth which may be almost innocent at first but which grow progressively more malicious. In the beginning men at the top may be blissfully unaware of any excavation under some member of the organization. They may unconsciously aid by consulting the undercutter. Not so the men on the same or on a lower business level. They know, or at least suspect, right off the bat. They can spot an undercutter at his first move, for they are there on the field with him. The crew or department or supervisors feel nothing but contempt and loathing for him. They will be suspicious and inwardly noncooperative from then on. Eventually, too, the deed will bounce back. It all adds up against a man, and the boss himself (blissfully ignorant though he may be at the time) will generally make "four" out of simple addition.

Speak Well of Those in Business with You

Even salesmen have learned that it is poor business to criticize a competitor; people become suspicious, and when the competitor himself finds out, a dog fight is on—from which no one comes out on top. You earn the confidence and respect of your associates, your competitors, the men, and the boss when you speak well of others in the organization. You do not want to become a sunshine boy with whom everything is "simply ducky," but you can easily speak well and still retain a critical viewpoint. People think better of you. They know they can depend on you. They are not afraid of what you may try to pull. And it gets back when you genuinely commend a man for a good job and don't hop on to stomp when an unfortunate may be down for the moment.

You should properly evaluate a fellow. In some places it becomes a public sport to kick a man when he is down—a carry back to the pack instinct of turning on the crippled animal or the bully instinct in kids who pick on the weakest guy. The really "big" man who will go places is above such cheap stunts. He will stick up for the underdog and take the part of a man who has had a series of misfortunes—and others will respect him for his stand.

Leave it up to the top men to judge the accomplishments of others. Let them form their estimates from how things are actually going, not from a whispering campaign. If you stay clear of intrigue or politicking, you will be in a better position if one side or the other gains ascendancy.

A reputation as a backbiter is an unenviable one, while that of a man who helps others along is a healthy, long-range, respect-inspiring token of regard. Your path will be easier, for others will go out of their way to help you, too. People get what they ask for in business. If they ask for trouble, they get it. If they give support, they generally receive support.

Even if someone is undercutting you, it is smarter to keep clear of the method. You may want to call him or set the boss straight, but you are much wiser if you refrain from the same pursuit.

Build on a Solid Foundation

The tendency of people to remember weaknesses rather than sterling qualities is regrettable but true more often than not. Keeping that fact in mind, you will no doubt recall mistakes people made years ago. Even when a man pulls a treacherous, underhanded politicking job when he first starts out in business in the flush of impatience, that deed can stick with him forever. Talk with men in industry, those who remain semiskilled and skilled laborers for years; they become conditioned against certain supervisors because of some of their early stunts and the laborers never forget. Furthermore, those men never seem able to fully trust that supervisor again.

You create a right impression so much more easily at the start, and it lives with you as you go. To live down a reputation as a "politicker" is hard.

After all, the way you function and do your job counts most and builds the most secure foundation. To this you add the reputation you build for straight, fair dealing. The trickier way of the man who is always pulling something may succeed for years, but somewhere along the line it will pull him up sharp, for no one really trusts him. As a starter, then, sound dealings may be slower, but they are more satisfying and will carry you along a road on which you will meet the regard of all with whom you do business.

While being a producer yourself, you set an example for others. Even so, you will find a treacherous man occasionally, but he will seldom be "all bad" or even "mostly bad." He may do splendid work. If he is worth saving, therefore, in a kindly

spirit set him straight, for he is doing himself and your organization irreparable damage.

HIGHLIGHTS OF "PRODUCE—DON'T POLITICK"

Politicking is risky business

Undercutting does not pay—men distrust a backbiter

Speak well of your associates

Build on the solid foundation of producing

7. What Your Family Means

YOUR family is a major determinant of your success in business. In some college faculties, a man's wife is considered so important that the dean or the president has the wife to dinner along with the man and wants to know her before engaging the husband. They are interested in the kind of woman who will fit into campus life, who will be an asset to the university and to her husband's academic career. Most business concerns do not bother meeting the wife until after a man has been hired. This is frequently a mistake, for errors might be forestalled and subsequent changes regulated by knowing a man's family.

You yourself should give careful weight to your family and their ultimate happiness before making any job change, for the sacrifice you might cheerfully make cannot always be so easily endured by your family—for instance, the type of home and social life you would have. If you are in a position to hire young men as prospects for future development, try to meet their wives and to know them. For any bright young fellow, the wife has an important bearing; she can make or break him—and does.

Your Wife Can Ruin Your Chances

A nagging, whiny wife can take half the fight out of a man. She can so disgust and discourage him that he loses all incentive and just doesn't care—he may even flop for spite. If she is too pushy, she can get him into trouble by "taking things into her own hands" and dropping hints to the boss or the boss's wife.

If you are henpecked, it will somehow get to the boss. Your associates and subordinates will lose considerable respect and talk about you behind your back—"Joe sure jumps when Mary

cracks the whip." "Harry has to ask Lillian what clothes he is to wear." "We can't depend on Bob's joining us. He will have to find out whether Betty will let him." All of this is belittling to a man in business who is respected for being a man's man and not for being tied to apron strings. Your boss, too, cannot feel that you are much of a man if you are bossed at home. How can you "manage" in business if you cannot manage your home? However, this is one of those comparisons that are not always legitimate. Some of your toughest minded businessmen are meek as lambs around the house and vice versa. But the impression is not good.

A spendthrift wife can harry a man to distraction. She discourages him by keeping his nose to the grindstone and eventually wears him down. Unable to afford clothes, he may always look shabby. This fact alone affects his morale and his chances for advancement, for a fellow should look like *something*. His appearance is important. His peace of mind and freedom from financial worry also count toward his progress. Sometimes it works the other way—a man is forced to develop in order to keep up with his wife's spending, but that is an unsatisfactory, worrisome way of coming along.

The wife who insists upon your fussing over home details while at work is also a burden. She destroys your concentration when you have to haggle with the coal dealer over your last shipment, fuss with the milk company over a mistake in the bill, arrange for tickets to a concert, find out bus or railway timetables for a projected trip, get the garage man to come out to the house and put in a temporary battery, etc. All this is bad. It affects your work. Others see you spending time on nonbusiness activities and respect you less. If the boss runs across too much of it, he becomes annoyed.

A whiner is one of man's worst curses—the continuous complainer who makes his recreation hours a series of squabbles or a time of listening to upsetting minor complaints. A man wants

to help his wife with her problems, but if she is always complaining, his rest hours are more of a trial than his working hours, and his energy is sapped.

The social butterfly is another millstone around friend husband's neck. She must be entertained evenings or do a lot of entertaining. She keeps him up late when he needs rest for the next day. She encroaches on time when he should be developing in his field. She makes life miserable by being unhappy or neglected when he has special work.

A Fine Wife Is Half the Battle

A good wife makes a man in business. She works with him, not against him. She is a partner who endures his boring tales, sympathizes with his problems, and does everything possible to help him. She can expect like treatment in return, for home life should be a mutual-aid partnership. She subordinates her personal inclinations in favor of the team, for she realizes that he is working for her good as well as for his own.

A helpful wife will sacrifice willingly and ungrudgingly for the common cause. She will entertain even when she is tired, if it will help him in his business. She retrenches with careful planning in bad times.

Above all, she will adapt herself to changing conditions. If her husband is transferred to the country, where he lives among factory workers, she will fit in. Her social life will change with the circumstances, for she will realize that regard felt for her in the community will reflect on her husband. She is no snob too good for outhouses, fat back, broken English, grimy children who want to play with hers, toothless neighbors, neighbors' chickens in her back yard, and tiresome calls from the third-rate, small-town minister. Promising careers have been ruined by a wife who could not adapt herself: the small-town girl unhappy in the friendless big city, the "cultured" woman who could not take genuine people without the fol-de-rol of music, the theatre, etc.

The best type of wife has some push and ambition. She is not a contented cow who lets her husband rock his way into mediocrity. She is healthfully dissatisfied and, with proper judgment, keeps urging her husband to self-improvement and some push of his own. But she does it as a partner, not as a Mrs. Legree.

Pick a Wife Who Is in Step with You

The woman you marry should have the mental and personality equipment to work with you. She must be sociable to a degree, the type of person your associates, your boss, their families, and those who work for you will like. She must want to help you get along and must do all in her power toward that end.

You will not find such a helpmate ready-made unless you are exceptionally fortunate. Sometimes it takes patient training. Custom-built jobs to suit your wife are a rarity; it is much easier for her to learn how to fit in with the circumstances surrounding the job. You must take time to persuade her of your needs. In many cases it will take a long time and will be a gradual process, but if she has the material for working on, she will be the one for you.

Children Influence Your Business Success

Children frequently put "the old man" on the spot. Like the ties of marriage, children add to a man's hesitancy about taking a chance. On his own, he might take temporary sacrifices with ease, but children slow him down, as does his wife. With the added expense and responsibilities of children, a man may not pursue his personal development to the same extent that he would if he were single and without other responsibilities. However, these responsibilities need not hold you back. If you have the stuff to make good, you can still continue with your education by self-sacrifice and by everyone's working together.

On the whole, children serve as a strong incentive for busi-

ness success. The idea of gambling less can be put to your own advantage. Rather than taking the easy way out and quitting or wandering from pillar to post, you are more inclined to dig in and make a go of it where you are. And more often than not, equal opportunities exist for the right man where you are. Moving can be an indication of failure. Children with their admiration for their father, their educational needs, and all the advantages they should have throw a cloak of responsibility around a man which should lead him to work harder and more intelligently.

The actual rearing of children helps develop management ability. Since grownups are largely oversized children, you have the same problems in your own home, as to personnel, that you have at your place of work. If you manage your children well, you should be able to handle your business management. In some actual cases, executives have hesitated in promoting men who were unable to manage their own children. It certainly is a reflection of some sort, and the man who handles his children well shows some intelligence applicable to his job. This is not always true, however, for there are some children who present more complicated problems than others. Once more it is mainly a matter of impression—right or wrong—and the idea that unmanaged children convey to others. Factually, men have failed to get jobs because of their children, while others have created a favorable impression thereby.

Parents and Relatives Count in Your Business

A considerable portion of business impressions can be completely unfair to a man. At the same time, with the difficulties of selecting good men on short knowing, business leaders have to go by "indications," small points that don't stick out. These small points sometimes show how a man will behave when you get to know him. Most employment men are interested in a man's parents—their nationality, their education, what they do, where they live. These facts give some indication of the envi-

ronment a man lived in (not always fair, it is true) and what sort of start in life he has been given. You cannot do much about your family—what your father does, your uncle over in Grand Rapids, etc.—but you can be aware of their recognized influence and use it if it will help you get a position. If your father has made something of himself in some line, it usually is a plus mark for the son's chances, especially if the fields coincide.

The attitude toward your parents counts, too, regardless of background. If you are loyal to them, proud of them regardless of job, stand up for them, you are probably a good, loyal sort of fellow.

HIGHLIGHTS OF "WHAT YOUR FAMILY MEANS"

Be careful in picking your wife
- She can ruin you
  - By nagging and henpecking—down go your spirits and your associates' respect
  - By being a spendthrift
  - By bothering you with household details
  - By wearing you down with social activity
- She can make you
  - By working with you
  - By sacrificing when necessary
  - By helping you grow
- See that your wife is the type of person you need

Children help you in business
- They are an inspiration
- They make good practice material

Parents and relatives count
- You can't do much about them except to use them when they will help you
- Employment men are interested in parents

8. Why Your Outside Life Is Important

You can no more dictate a man's home life than you can criticize his wife. What he does on his own time is his own business so long as he does not reflect on the company nor hurt his work. Nevertheless, a man's life outside business hours is extremely important to his growth and development. After all, he spends less than one out of three of his hours in business. Counting vacations, week ends, holidays, etc., and discounting sleeping time, he spends considerably more of his waking hours off the job than he does on the job.

What you do with one-half of your time cannot help influencing what you do with the other half. Habits formed in one pursuit affect habits in another. What you do in your off hours, in fact, prepares you for your working hours or retards you in your work.

Recreation Means Re-create

The time you spend in recreation should release any tenseness due to work. Recreation should help you relax. It should freshen you for your work. When you think about your job during supper, while people are talking chitchat, or while you are listening to the radio, then you need recreation, you really do. Otherwise, you will find yourself growing too wrapped up in your work. You need recreation also to offset any considerable amount of homework or self-education.

Recreation should be scheduled the same as your self-education. This does not mean regimenting your life. You need no

military precision, but your life should be orderly. Scheduled recreation is wise because time fritters away so easily without planning. You come home tired, eat your supper, pick up a newspaper, snap on the radio. Maybe you doze. You leaf through a magazine. You yawn and look up. It is eleven o'clock, time to go to bed. What's wrong with that, you say? Well, nothing, really, except that if you follow that practice night after night you have only a small measure of recreation. If you plan your week in advance, on the other hand, you will arrange to go out certain evenings, to have friends in on others, to build the set of shelves on another, etc. You shift your evenings as you please, but you have a better balanced type of recreation when you plan in advance.

As recreation means re-creation, you make a mistake in spending your off hours on wearing types of amusement. Heavy drinking and extra late hours are as bad as too much work; they hurt you the next day on your job. Even exhausting exercise, except on week ends, is bad. You are stiff and worn out the next day instead of in the pink.

Choose Your Friends

You make friends in various ways: acquaintances at work, neighbors, and those you meet through churches, clubs, or other friends. In many cases, friends just happen. You take up with men and women or families for no special reason. The trouble is that time is short. And friends do have various interests, likes, and dislikes. They can be stimulating or dull. Perhaps they are the kind you can enjoy only over a card table or an evening of beer. If so, watch out. Friends should be mutually stimulating. Their interests should be healthy and wide-awake. Otherwise, since their habits may become your habits, they will pull you along with them.

Choose your friends carefully; choose ambitious ones, growing ones, those alert to what is going on. Not parasitically but

practically, you should choose friends who can help you grow or at least with whom you will grow. In business you are no climber, and you do not live your whole life for your business. This plea is directed toward your general satisfaction in life and your growing "bigger"—maturing rather than vegetating.

Good Recreation Takes Your Mind Entirely Off Your Work

Relaxing movies are good for taking your mind completely off your work. Tastes vary, of course, but for some businessmen thrillers or comedies are the best tonic. That is why many a businessman's reading runs to detective novels or westerns.

Construction or a type of "fixing" project is good. It will take your mind off your work and completely absorb you in the job.

Cards and team sports are fine recreation. They keep you fully occupied and interested. Conversation binges are good stimulation, especially those concerned with ideas and events rather than people.

Outside Diversions Can Slow Down Your Development

Music in excess, particularly of the heavy variety, induces dreaminess and moods. If you are not well versed in the classics, the music can set your mind wandering back over the day's problems. But where you thoroughly enjoy and follow good music, it is recreation in the same sense as a good movie.

Just sitting and dreaming is not good. Smoking, staring into the fireplace may bring on the same daydreams or thoughts of work. Daydreams are escapist, and since you are the number one character in them, they may make you unhappy or dissatisfied.

Lone endeavors tend to develop self-centeredness and introversion. Too much hunting by yourself, golfing alone, puttering around the house by yourself are not conducive to your personal growth. Perhaps you are better off alone at times, but not to

any great extent nor as a general practice. You grow by living with people vastly more than when alone.

Avoid habitual recreation tending to mesmerize your brain or lull you into dullness. An athlete keeps in condition twenty-four hours a day if he is any good. He does not train his body for eight hours and then drink, smoke, and gorge during the next eight. The parallel refers to your brain. If you use it for eight hours and discourage it for another eight, your thought processes are "braked." Radio, movies, and novels, if the only form of recreation, require only understanding; they do not stimulate your mind.

You wind up concluding that variety in recreation is better than a single form, that recreation with other people is preferable to solo forms, that recreation can help your growth if it is true re-creation.

Outside Life for Those Away from Home Is Extra Important

Men and women who have left their home towns and all their old friends to work in strange surroundings have an extra-special problem. If they stay at their boardinghouses or in their apartments, they live a dull existence. Then the pleasures they have are those "solo" forms which are not desirable. Moreover, away from familiar surroundings, they more easily become discouraged, moody, dissatisfied with work, and generally unhappy. That only a small percentage quit is due more to native pluck and persistence than anything else. If you are in a position to help out-of-towners, you should do all in your power. You cannot be their only source of contact and the sole picker-out-of-the-dumps because your own commitments are too great. Your function is to help them meet people and enter the life of the community.

If you happen to be one of those away from home, remember that you must go more than halfway. You do not want to foist yourself upon people or push your way in. Sometimes you

must wait for a while before you meet those whom you want for friends, but you have to work at meeting people and making friends. Remember that when you arrive on the scene everyone is already fully occupied. People have their "regular" bridge and poker groups, their own set routines. Your lot as a congenial person is to make them want you with them, to go out of your way to be friendly.

In a new community you have certain advantages. You are a "rare bird" and, if a prize specimen, will be worth showing off. So enter into the spirit by meeting more than halfway and being as congenial as you can. Although religion should not be "used" for social purposes, you do meet people through your churches. In many small communities churches perform the additional function of being centers of activity, so they are another means for getting into the swing of community life.

Whatever you decide, look the field over and use judgment. Make sure that if you join you will stick. You start off on the wrong foot if you are a joiner who drops out; you offend those who have befriended you. Survey the situation first and, even though your best interest is served by entering into community life, just make sure it is the type of activity with which you will stick.

HIGHLIGHTS OF "WHY YOUR OUTSIDE LIFE IS IMPORTANT"

You spend more waking hours away from work than at work
- What you do away from work helps or retards you
- Off-time activities bear on how you work

Recreation means re-creation, not exhaustion

Choose friends with whom you will grow

Outside diversions are important
- Vary your recreation
- Group diversions are better than solo
- True re-creation is stimulating

If away from home, go more than halfway in making friends

9. Head the Parade

The old question of whether leaders are made or born keeps cropping up. It looks as if there are two different kinds of leaders. The natural leader directs a group by sheer force of dynamic personality. He is the man who likes to be with people; he is a community-conscious fellow who belongs to clubs and societies and was a leader in sports while in school. He enjoys the limelight, likes the prestige of leadership, and thrives on problems of handling people. Those are his "meat." He feels that he really knows and understands people. As a matter of fact, he may or may not be particularly smart and, if not, therein lies the reason for the limiting of his development. He may love to work with people but be incapable of adapting himself to change or learning more complicated management. If he has the natural type of personality and, in addition, the gray matter, he is the ideal leader. The synthetic leader, on the other hand, is generally not much of a talker. He probably likes people but doesn't particularly like to be with them except for intimate friends; he is more of a student. If he is not exceptionally intelligent or if he lacks intestinal fortitude, he is lost. Even at best, he does not inspire much affection; people are frequently ill at ease with him; he may make fearful blunders because he does not really understand people; but he will get there eventually if he uses his head.

Set an Example

Whether synthetic or natural, a leader in business today must set an example. Any team may do what the captain *says*, but it is more likely to follow what he *does*. The way he acts

counts more than what he says. People respect you and follow you for the way you operate. They will do the same thing and act the same way if you are a real leader.

If you are the boss, you will be amazed at how the people who work for you will fit in with your actions. The entire tone of an organization responds to the boss. If you are lazy or slow, you can expect a slow-paced, uninspired group working with you. If you loaf or read the paper on the job, some of your people will try to do likewise. If you drink heavily or play around, you will find followers among your men. It is only fair for you to expect and allow them to do what you do. It is, likewise, only fair to expect that the higher-ups will give more and better jobs to others.

When you supervise any size group, you pace the group by your own actions. Even when you are in a minor position, most of those you supervise will follow the leader. You can feel the tone and change as you travel from one department to another in an organization. The morale of the people reflects and points a finger at the man who is responsible.

First of all, therefore, set a good pace. Work fast, carefully, surely. Use all your hours to good advantage. People know how you work, and they respect you or sneer at you, depending on the job you do.

Let no job be too dirty or too hard for you. It is a mistake to shift jobs you do not like onto someone under your supervision. Be ready to give any sort of necessary lift and help to your people. Be prepared to roll up your sleeves and dig in if necessary. Let it be known by example that you would never give another man a job you would not do yourself.

Work as hard as, or harder than, any man in your group. Set the pace for heavy or hard work as well as for mean work. The boss is not an armchair man but a leader who, if circumstances are such, is not too good to go out and do a job with the boys.

Act Right

Not only what you do but how you do it adds up to your qualifications as a leader. The tone of voice you use counts; it can set people on edge, grate on their nerves, or make them want to do the job.

The choice of words enters into leadership—what you say. Remember that your people are not slaves nor minions but people with the same feelings you have. In different parts of the country they are used to different types of treatment. They vary greatly: native and immigrant, educated and illiterate, independent and phlegmatic. Regardless of what treatment they have had in the past, you should "ask" rather than "command." With those you supervise, "suggest" rather than "demand." If they are used to more strict treatment, they may at first think you a sissy if you do not crack down. They may feel that here is a softy they can work for anything they want. You can show steel under the kid glove when necessary, but you can still educate your men by being their leader and showing them that they can expect decent treatment. "Why not," "how about," "how would it do to," "what do you say to," "what would you think about," "will you," "suppose we," etc., are for all types of people. It makes no difference who they happen to be. They all have the same feelings.

Take Hold

Natural leaders grasp a situation promptly and move; they do not wait to be told. They suggest plans, moves, changes; they are action-minded. No leader lags behind and waits for others to move—he is out in front.

If you are not a natural leader, the type who attracts people to you, you can still develop a following through sheer force of brain power. By your good ideas and sane thinking, people will respect you and make you a leader. The majority of

people are sheep—this is not derogatory—they want a leader, someone to believe in, someone to do their thinking for them. They have other interests, other urges. They do not want to be bothered leading. Mental alertness will start you on your way to leadership.

Shortage of good leadership is great. Those who are not afraid to take hold and who will fearlessly move ahead will find a place for themselves as long as they think straight, not impulsively. When sure of what is right, leaders have a great advantage in persistently espousing the move they favor; and as in everything else, if they are right often enough, the opposition will diminish.

HIGHLIGHTS OF "HEAD THE PARADE"

You can be a natural or a synthetic leader

The natural leader depends on personality
The synthetic leader can get there if he has intelligence

Set an example

The leader sets the pace
Be ready to dig in and help whenever necessary

Act right

Know how to supervise—voice, words
Suggest rather than demand

Take hold

Go ahead under your own power

10. Understand Folks

Like many fine principles, the one stating that "no two people are alike" has been repeated so often as to lose its real significance. The extent to which we develop the habit of treating everyone in the same way is appalling, when we know full well that it is a bad habit. Some of us have developed a universally applied technique of pushing, or bulling, our way through, no matter whom we are up against, and too frequently we run up against customers who do not push well. Others of us soft-soap, glad-hand, and flatter our way along, regardless of whether we are with people who like or dislike a mealymouth. Still others sell their way along by outtalking everyone, although certain people object to being talked down merely because they happen not to think very fast. We must vary the approach with the person.

Self-centeredness Handicaps Understanding

Failure to understand folks comes back frequently to self-centeredness. Not bothering to think about other people and their problems causes the downfall of fine, prospective executives. They are shortsighted when they think in terms of what "I want" instead of what is "best" or "right." Then their thoughts carry over into action. They talk in terms of "I want" this or "I want you to do" that. They do not think of the perfectly natural reaction: "Who cares what you want?" or "You want it—so what?"

The same self-centeredness comes out in the "do this" type of order. People are not slaves; they expect treatment with

consideration and politeness—not to be ordered around—and they are right.

The trouble with dictatorial or self-centered people is that they may get away with it for a long time before finding themselves for some vague reason out of a position or stuck in a minor job without moving. Folks conceal their feelings. They may only think "so what." But they do not forget, and the "little king" may suddenly find himself without a throne and never know why.

The days of cuffing and ordering about are fortunately fast drawing to a close. Management gladly backs its supervisors and executives, but management cannot afford to be put on a spot. If a supervisor becomes so objectionable that those working for him work to get rid of him, management is placed in an untenable position. More and more, wise management is anticipating the feeling of labor and weeding out those who do not understand folks.

If you are everlastingly concerned over yourself, you will bother those who work for you, your associates, and your boss. Any one of the three groups can scuttle your ship, with the boss being at the captain's wheel. He can easily change your course if you are more interested in yourself than in your organization.

Realize the Variables in People and Act Accordingly

Those new in business and those who have not worked a great deal with people have trouble getting outside of themselves and comprehending individual traits. These recent arrivals have so much to bother about in their own work that they find it hard to concentrate at the same time on other people. Nevertheless, such a view is essential for those who wish to progress in business. It is more than unselfishness: it is good common sense. For *what one does alone is mighty little.* It takes cooperation with other people to accomplish quantity output.

No formula covers the variables in people. Take personality, for instance. Differences in personality are as real and considerable for operatives as they are for associates and the boss. As many in one group as in another are hardheaded, grumpy, even-tempered, aggressive, kindly, pleasant, self-important. In each category they must be handled differently. One special key will open each particular door.

Get to know the interests of the people you deal with. Interests vary in the same manner as personalities. Smart supervisors catalogue the numerous interests of each worker and remember what is close to each individual. If you like music and the other fellow doesn't, you will very likely bore him to tears by even discussing a concert, no matter how good it was. If the operative is a stamp collector, he may not care a tinker's dam for all the quail or grouse in the woods. But you can generalize on some interests. A mechanically minded fellow may easily be interested in anything mechanical or scientific. It is true, too, that many sports enthusiasts are interested in all sports, even though they take part in only a few. Interests help establish a bond of sympathy and friendship between people. They are worth understanding.

Interests have a positive relationship to specific work, too. The smart supervisor makes use of people's interests in placing them on jobs and in appealing to their desire for improving. He will direct them more easily through their interests—what they like and what they want to do.

Along with interests, abilities require careful consideration. Different levels of intelligence prevail among supervisory personnel as well as in operatives, although perhaps on a somewhat more complicated level for supervisory personnel. Who must have points blueprinted and who requires only the gist of an idea? These are angles the smart man coming along in business must consider. For here, too, it is folly to go according to a set pattern. If you have a rapid-fire mind and are impatient, you must train yourself to take time working over problems

with those who are slower. And why get the reputation of going into irksome details on everything, especially when your listener can grasp it all in a short time? In brief, be alert to people's varying capabilities and treat them individually.

We all know that home is much more important than business. We are home twice as much as we are at work; our roots, as such, spring from the home. Home contributes a great deal to a man's work. Home explains a considerable portion of his actions. Know a man's family, what his parents do, what his wife is like, if you want to understand that man. A home may produce a "wolf" or a heavy drinker in the shop. Sick children, financial worries, a gallivanting wife, pestiferous in-laws explain many a cantankerous attitude or surly answer. After all, a fellow has to take it out on someone. Perhaps you can help him; at least you can understand him and not add fuel to an already smouldering fire.

What People Want

People's wants go a long way toward explaining their actions. These wants are the only part of "understanding" that can be lumped, because for most of us they run very much the same. Understanding them and catering to them is part and parcel of successful growth, so much so that some experts make a living out of playing on these very wants. We all know what they are, but we may differ in point of emphasis. The number one urge or driving force of people in their actions goes by any one of half a dozen names: some call it "pride," others "self-respect," still others "status in life," and then again "recognition" or "consideration." No matter how you name it, that impelling force is more important than security or money. Again and again men have given up good paying jobs or quit positions just short of receiving pensions merely because their pride or dignity was injured. More battles occur, more men are broken, more arguments persisted in because of

man's great pride and feeling of self-dignity. To him, he is certainly the most important person there is.

Mighty few people ever want to do a poor job; they have too much pride in accomplishment ever to consciously dog. Oh, naturally, a few lazy skulkers will do as little as they can, but even they like to think of themselves doing as good work as the job deserves. Man's self-respect is a strong point in his driving force and a soft spot in his defense to which you can appeal for doing a better job. Competition stems in great measure from a man's self-respect; he does not like to lose; he wants to be better than the next man as a bolster to his pride.

All this, whatever you call it, you can harness to your own needs—in encouraging subordinates to produce and in stimulating all levels in an organization. Business is essentially competitive throughout—sales, departments, individuals, and all for recognition.

Man's pride is a never-fading red light warning you in your behavior. Beware of ignoring the humblest member in your organization. He feels as important to himself as the topnotcher in the organization. How can he help resenting it when you suddenly change his job and say, "Beginning tomorrow morning, Joe, your job will be trucking boxes between the first and fifth floors instead of oiling machines on the second floor." His natural tendency is to out with "The hell you say—oiling is my job."

Almost everyone likes to be consulted, to have a voice in what goes on, to make suggestions, even if they are not followed. He likes to be considered, to be informed as to why a move is necessary. Isn't he entitled at least to that?

As a matter of fact, we know all of this. Nothing new or startling lurks in a man's longing for status. The trouble lies in our growing so busy that we forget about other people's pride. We cannot be bothered to take the time we should. Therefore, we undermine our own position. Because of our

haste, we make work harder for ourselves. It is all similar to the sanitarium manager who tried again and again to hire a janitor for $25 a week. He had no luck at all until he advertised for a sanitary engineer at $25 a week. He was flooded with applicants. Man's love of status is great. If it were not, most of our ancestors in the Middle Ages would have remained slaves or serfs rather than have escaped to towns or become yeomen.

We all know that men want recognition, that they long for solid accomplishment, that a feeling of security grows dearer to men as they grow older, that a fair wage for work performed is the desire of those who work. But how much of this knowledge do we use? And to what pains do we go rather than to offend those wants in people?

Do you realize that men and women in their pride really like to think rather well of themselves? Do you know that most of the rankest scoundrels like to consider themselves "fair"? Fairness comes with a man's self-respect. If a man is doing wrong, one of the cruelest blows is to chide him for not being fair. You can use it in your work too, not in order to work people but as a means for correcting and improving.

What to Watch in Others

Why did they say of Clemenceau that he knew everything but understood nothing and of President Poincaré of France that he knew nothing but understood everything? They were two entirely different types of men. Offhand, you would think of the Tiger as a keen man who knew his facts but not his people. President Poincaré knew people. He must have studied them a great deal. You do not learn about folks through books, mathematics, or science. You must watch them and find out how they think and feel.

People are the most fascinating study in the world. For those in business, they are a most worth-while study. Their actions

and reactions are worth careful analysis, for even the most successful poker face probably has some dead give away. Most of us are not at all conscious of how we change with our moods and our feelings. The man who understands looks carefully at the person to whom he is speaking. He does not look at the floor, the ceiling, or some object on the wall. As closely as possible, without being rude, he studies the other person. Valuable information lies in a man's actions and in little guideposts. These warning signals or guideposts vary in different types of people. Introverts have more signals than do extroverts, but each type has some signal he gives to show his feelings. These are worth mentioning in detail.

Tone of voice is perhaps the surest signal of a man's real feelings. You must know your customer in some respects so as to be familiar with his natural tone of voice. How it changes depends on the individual, but once you are conscious of his natural voice, the strange one will register. Sometimes it shows up as a huskiness or a clearing of the throat if his feelings are hurt. If he is angry or irritated, his voice may drop several tones lower or, in some people, it may rise. Although he wants to keep from appearing bothered and purposely keeps the lid on the volume of his voice, this change in tone will take place. In a number of people the voice may even tremble slightly, despite efforts at control.

Coloring is sometimes a guide, especially with women. Blushing is frequently quite unconscious and may denote anger or even pleasure at success.

As hard to control as the voice is the Adam's apple. That strange bump will sometimes pop up and down under the stress of emotion, whether you will or no. Watch the Adam's apple. It will frequently reveal embarrassment, hurt feelings, emotional upsets, even hesitancy in telling all the facts.

Fluttery hands are a fairly good index of a man or woman with introvert tendencies: clasped hands, hands moving about

one's face, fitfully stirring from one place to another while in conversation or listening. All these or any one of them may indicate some emotional instability, lack of self-confidence, or emotional upset.

One of the best signposts is a man's face. Few of us have 100 per cent poker faces even after we have toughened ourselves. When you are talking with a man, watch his face. Almost without exception, you can note a fleeting suggestion of a smile or slight forehead wrinkling of displeasure. His eyes are an even surer index of feeling. You can watch them harden, soften, twinkle, or flash, as you come to know him. But you must want to know him and to find out his true feelings. For these people as they grow older do try, if unsuccessfully, to control their feelings.

To move along in business, you do not want to blunder along unconsciously when a different choice of words, a changed tack, or an altered attitude would get your desire. Try studying people as you talk with them; you can quickly reverse your field if you see danger, keep agoin' if you perceive sympathy, or smooth over if you have hurt someone's feelings. You are at least aware of changing feelings and can shift.

With practice you can learn to master a number of your own dead give aways. Sometimes you do not care what your face, voice, Adam's apple, or actions show. At other times, and especially when you do not want anger to show, you must overcome your own more obvious demonstrations of emotion. If your voice habitually tumbles into your boots when you are irritated, practice using it and fighting it up. In the same manner, control your hands, relax your face, and try to keep from overt and obvious swallowing.

HIGHLIGHTS OF "UNDERSTAND FOLKS"

Treat everyone differently

Get away from too much self-interest

Understand differences in people
- Study interests
- Recognize capabilities
- Find out about home conditions

People want consideration
- Dignity and pride are touching sore spots
- Appeal to self-respect

Things to watch for
- Tone of voice
- Hands and posture
- Coloring of face
- Adam's apple
- Facial expression—smile, frown
- Eyes

11. Give Service

INDIVIDUALS and businesses fail because of service weaknesses: noncooperation, low morale, backbiting, throat-cutting, and self-centeredness. All contribute to failure and all are either causes or effects of poor service.

The Boss Comes First in Service

Whether he says so directly or hints at it, the boss must have service. It is not solely that his assignments are especially important; it is the fact that he has no time for constant checking to see whether work gets done. He dislikes harassing you and it annoys him. He feels that indicating the need for doing something should be enough. After all, what is he paying you for? He has a right to expect the best possible service. He will check up on you if necessary, but the more he has to check, the less valuable you are to him and the greater drain on his time. Prompt service for the boss builds you a good reputation. He can count on you.

Service is one of those habits worth building. Men in business are a strange lot, but organization after organization finds it the same. If you have a job to be done in your company and you assign it to eight different men, the same few will generally do the job at once. The rest will get to it eventually. The point is that those same few invariably give good service and the remainder mediocre or poor service. Whom do you consider your good men? Certainly those who give outstanding service. They have developed the habit; call it what you wish—service, promptness, or quick action.

Service is a big item in all aspects of life but especially in

business. Customers expect service from stores. The stores cannot give service if the manufacturers' agents give no service. The manufacturers' agents are helpless if the manufacturer does not produce what the customer wants when the customer wants it. The manufacturer cannot produce unless the men do the job. The men cannot work well unless they have service in the form of good machines, material, and working conditions. The men have no work unless the boss obtains funds, and so it goes to the stockholders and on around the circuit.

Those who work with you expect service and they are prepared to give you service in return, but you all depend on one another. It is service first, last, and always.

Your Men Expect Service

If and when you are in a supervisory capacity, perhaps your most important function is giving service. Some leaders limit service to backing their men up on their wants and needs, but service is a big, all-embracing phase of business. Your men want to feel that you are more than behind their requests; they want to feel that you are looking out for their interests. And they have a right to expect it, for you are the only person to whom they should look.

Men need proper working conditions. You should battle in their behalf. You may be accused by your own boss of "thinking fat" or of "gold plating," but if you weigh the need and think it reasonable, your job is going to the mat for your men.

On questions or requests for decision, men deserve prompt answers. Delays are disappointing and aggravating. Irritations become grievances because you do not settle questions promptly and satisfactorily. You do not always "give," but you quickly assemble all the facts and find the right answer posthaste. A

common problem in business is the man who is never able to give an answer. That is poor service.

Machines and materials must be in good condition for men to do a good job. Your end is giving service by seeing that these are in tiptop shape. Nothing is so aggravating to your gang as being unable to work well because of poor scheduling, continuous breakdowns, and unsatisfactory running conditions of the work. They will give good service—the old idea is true that men genuinely want the satisfaction of doing a good job. They need your everlasting support.

If you do give good service, half the job of supervision is accomplished, for your men will be with you from start to finish. They know when you do a good, prompt job of service, and they appreciate it. Vice versa goes too.

Keep Everyone Informed of Delays

Certain delays are inevitable, because no one is perfect in giving service. Lapses occur in one spot or another. Service, however, must continue, if it is only informing people that nothing can be done at the time.

Up and down the line, keep people informed when service breaks down. If you are not stalling, they will understand. That is much better than waiting to be pushed for an answer when you are not prepared. Get the jump on your boss, associates, or men by telling them when you cannot give service on time. Then they can be prepared for the delay and are not caught flat-footed at the last minute.

Never let a job simply lapse and forget about it. Report periodically on the disposition, what action you have or have not taken, what the holdup is. If you cannot deliver, tell your people so and why. Some men dislike saying anything until a job is completed, but sound business practice lies in keeping those interested posted on progress. Tickler the job for your

own follow-up, but be enough of a man to show others you are concerned.

Service Is a Two-way Train

One viewpoint on service worth remembering is that it works in all directions. You count on others to deliver, and they count on you. No distribution of labor is worth anything if some few on the team do not work together.

If you do not give good, prompt, conscientious service, the effects bounce back. You lose the respect of those who count on you; they are disappointed and frequently provoked. If they feel strongly enough, they will justifiably turn to someone else—a serious reflection on you. They may even go over your head, and you can harbor no resentment. It is your own fault.

When service on your part drops off, you will find your responsibilities dwindling. Your job will shrivel until you have only routine work.

On the other hand, if you give good service, you can demand good service in return. It always works both ways. Actually, if you do give good service, you will receive good service from those with whom you are dealing. It becomes a point of pride, this reciprocity. And satisfaction comes from good service the same as from any other accomplishment.

If you will grow in business, you must go out of your way to give good service and help others. Your own work may be the most important in the world to you, but you will get nowhere unless you receive help from others. Furthermore, others will help only if you help them.

Very few men in business are big enough to do a good job for someone who cares not a whit for them. Most men become selfish, mean, or even vengeful unless they receive proper consideration. All in all it makes plenty of sense that we go all out to help all levels of the organization: subordinates, associates, and superiors.

HIGHLIGHTS OF "GIVE SERVICE"

Give the boss priority in service; be prompt with his assignments

All business requires service

Your men expect service

Keep everyone informed of delays

Service is a two-way train; if you give it, you get it

12. Learn to Get Along

GETTING along is one of the jobs you have to work at in business. Success does not come easily, for you have to make innumerable adjustments in learning to live with all types of people. You develop an ability to ignore pettiness in people as you overlook the many other little annoyances in business. A mill manager once had as a philosophy to protect him when people said things he did not like: "Gentlemen won't insult you, and the rest don't count"; so he was never hurt or insulted.

Suit Your Boss

Your boss may irritate you and do all the things good managers shouldn't, but somehow you must get along with him or leave. Strangely enough, you will find it possible sometimes to educate him, but it is a slow process and requires much patience. In the meantime, he is the man to be suited.

Find out how he likes his work done and fit in with that pattern. If he wants it in a certain form, give it to him. Sometime, when the opportunity comes, you may sell him on a better form, but in the meantime don't bother him to death by using your own forms or systems. He has entirely too much to do to haggle with everyone in his organization.

Ascertain his pet peeves and see that you are not guilty of them. In most cases they will number, among others, lateness, sloppy work, carelessness, inaccuracy, not giving a darn, stubbornness, and cockiness.

He will likely want to lecture you at times for the purpose of passing along some of his knowledge. Perhaps he is the ex-

pansive type. Be intelligent in your audience and give him your full, "responsive" attention. Let him expound at length without interruption, but when a question is appropriate, raise it.

Work with Your Associates

The people you work with will sometimes be the most trying of all, including, as they do, a smattering of those interested exclusively in themselves and their own problems. You will find a few know-it-alls and some who will not listen unless it comes straight from the boss. But your job is working with them and getting results. You must get along. If one or another is especially disagreeable or if there are some you dislike personally, the best bet is to have as little to do with them as possible. You cannot let personal feelings or your own dislikes enter in, so if some people greatly bother you, stay away. Make your business dealings friendly and try to find what will get results from each.

Your main job is making sure that you give them all good service and that you figure how each can best be handled. You do not squabble with any, but you stand up for what you have a right to expect—service in return.

You Will Meet All Types in Your Business Associates

The Hot-tempered. Some will be impatient, others hot-headed. Whether the angry one is a subordinate or not, the treatment is the same. Don't let yourself go because someone else loses his temper. Keep your sense of humor and see the problem objectively, according to facts and not as the hothead affects you. You do have a right to insist quietly on civility and decency if a man gets out of hand, but otherwise keep calm.

The Hardheaded. This unconvincible individual is one of the hardest to get along with. He is provoking because of his very unreasonableness. A thought worth considering is this: *avoid cornering him or putting him into a position where he takes*

a stand. If he is cornered, you have a hard time ahead because he won't budge.

Work around to a position where he is likely to agree on an approach even before you start. You hate to do it, but since his attitude is unreasonable, you must act accordingly. It sometimes pays to work him into an affable frame of mind before you raise your proposition.

A point worth repeating here is that in almost all cases, if you are right often enough and he is wrong, he will listen to you. This is sometimes aggravatingly slow, but it works in the end.

The Self-interested. He craves personal glory and credit for everything he does. This is natural, and you should go out of your way to give him full credit. Almost everyone likes praise for a good job, and he should have it. If he is one of your men, you should be judicious in your praise, however, so that it will be merited, not passed out indiscriminately. Remember that people need encouragement; they deserve recognition; and they feast on genuine compliments.

If the man becomes so self-interested that he tries shutting you out of your just share of the credit, closes you out on contacts so that he is the only one who meets those that count, or slices off job responsibilities rightfully yours, you cannot afford to sit by. He is generally a fellow with a lot of gall who does not care how he gets ahead or whom he tramps on. Since your first job is getting along, you take one of two courses. You can quietly skunk him back until he sees how "shutting out" or "switching" responsibilities hurts. Sometimes this works, but frequently he only redoubles his efforts and, since he is probably more conscientious, gets ahead. The best idea is to have a frank understanding with him. You will have to be firm and cold in such a piece of negotiation. You can sometimes be reasonable but you generally have to lay down the law as the only language he will understand.

The Bucker. You will run across a few people who will buck almost anything you project. They are sometimes associates and sometimes subordinates. Various reasons motivate them: a sense of self-importance sometimes impels them to do only what they want rather than what someone else says; a frustrated leadership urge induces a warped satisfaction in turning someone down who may be making progress; a feeling of independence may be so strong that he does not take anything from anyone; or he may simply not want to do it. These all need individual treatment, but a few leads are worth mentioning: treat them with a little special individual consideration; give them the whole story and see what they think, what they would do; ask their advice. This is no panacea, however; you will need experimenting and a number of trials before you find the best approach for each.

Experiment on Getting Along

You will make mistakes—everyone does. The only inexcusable mistake in getting along is to try the same formula on everyone or to fail in working with a man and then turn around and use the same tactics over again with the same man. When you do not seem to be getting along or are unable to obtain cooperation, find out what the trouble is—as often as not it is with you—and then correct it at once. If it is due to someone else who is pointlessly obstructing your work and you make no progress with one measure, don't try the same move over again. It may be an irritating sort of approach for him or one that he simply does not see. Use courage and try some other angle and yet another.

Your purpose in getting along is to get your jobs done well; remember that it is the object that counts and not your feelings. Try various approaches even if you meet with temporary rebuff.

Learn to Give

You have draws and setbacks in business, just as you do in sports or in your dealings outside of business. You can't win them all, and sometimes you shouldn't win at all. For the fact is that you become so interested in your own objectives that you forget the other fellow and what might benefit or hurt him. Be prepared to compromise or give a little. You need to watch out for yourself and make certain that you do not possess the same shortcomings of stubbornness and unreasonableness that it is so easy to associate with others.

HIGHLIGHTS OF "LEARN TO GET ALONG"

Suit your boss

Do it his way until you can sell him the advantage of change

Learn to deal with all types

Your associates may sometimes be difficult, but the golden rule generally works in the end
Keep calm before the hot-tempered, but don't yield because of temper display
Work the hardheaded man indirectly
Use the interests of the self-interested
Give special consideration to the man with the chip on his shoulder

Experiment with various approaches

Learn to give

13. Get the Idea

Behind the story of bewildered newcomers, plodders, and sour attitudes lies failure to get the idea. They somehow never know why they are doing a particular job, what causes a certain setup, why they are in trouble, or why they are getting nowhere. Surely, other causes enter in, but a big factor in bewilderment is not knowing what it's all about.

Don't Be a Parrot

Parrots make poor executives. They may make good cogs but not leaders. Initiative is necessary for leadership, and the habit of yesing or following-to-the-letter destroys initiative. Moreover, doing only what one is told retards a man's thinking.

If you proceed merely as ordered, you run the risk of "missing the boat" on an assignment. Furthermore, you do yourself a great injustice. When you are in a fog of confusion on an assignment, you cannot put yourself into the job wholeheartedly. Your only drive becomes fear of the boss and an aim to get the job done for him—a servile sort of attitude. If you see no reason for your job and can figure out no benefit from completion, what constructive thinking can you do? Furthermore, if you are any sort of person, you will mentally rebel at such work and will soon grow discontented.

The farther down you are in an organization, the more dangerous is the parrot-carrying-out of assignments. Trouble sometimes stems from minor supervisors who like to demonstrate authority. They can discourage independent judgment or suggestions. At other times, orders, policies, or procedures from the top filter through so many hands that by the time they

reach you the picture may not be as it was at the start. Down the line, therefore, it is all the more important to be certain on points of soundness and correctness. You are safer to question what looks wrong or what you do not understand. So you say, "How in the world can I do so when the boss takes such a snarly attitude at any questions a fellow asks?" The answer is that you probably need a thicker skin. You are too sensitive. No matter how brusque he is, he has a good sense of fairness (or thinks he has). He is not going to ax you merely because you ask questions.

Get the Idea When Learning a Job

In the main, industry does a foul job of training supervisors, administrators, and executives. More concentrated effort frequently goes into training mechanical and clerical employees than into key personnel. Organizations do have classes, executive training courses, manuals for instructing, etc. But in most organizations thorough, on-the-job training is weak. The alternative of sinking or swimming is given supervisors who start out on a new job. This accusation is unfair to outstanding companies which closely follow up a new man on the job and use every possible device for steering him along the right path. Now, however, we are considering that larger group of companies doing a sloppy training job. Then a man can be prepared for the worst.

The vast bulk of companies miss out on explaining the background or thinking behind their policies, methods, and objectives. They may slap out a pamphlet of policies or hand you books to study on your particular work. Your chief may even take several hours now and then to sit down and go over your work with you. Then he feels, "Ha! this young man is getting the straight dope from one who has been through the mill." Perhaps so! Generally speaking though, where he misses out is in his explanation of why policies are what they are or how

the present particular system of costs developed. Nor does he follow you closely in your work to give you proper guidance and training.

For your own good, success, and development, you simply must know what you are shooting for in the multifarious angles of your work. Naturally, you cannot otherwise understand. With a good background of reasoning, you will do a better job and put more energy into your work. Most of you are driven more powerfully by what you believe in or what you think is right. How then can you take a set of written instructions and, without knowing the background, be expected to fully sympathize with, appreciate, and follow the dictates of management?

Moreover, if you know the story behind and the previous experiences involved in a particular room layout, machine construction, policy, inspection, quality standard, or procedure, you have a more intelligent understanding of your job; you remember more readily. When you know the reasons, you can more easily connect reason and item. It all becomes more indelible.

Ask Questions

A good way to get the idea is by asking questions. Many of us hesitate to ask questions because of politeness or reserve. Perhaps an even greater cause of reluctance in questioning is, plainly, because we do not think in terms of questions. Curiosity is underdeveloped in too many of us. We too readily accept without question. Whether we are naturally curious or not, developing question-mindedness is essential in business. Scientists rely heavily on questions in making inventions, discoveries, and developments. They cannot dig down to the root of any problem unless they take it apart and find out all the whys and wherefores. The best executives also are famous questioners. They do not accept at face value nor do they try to guess at the answer. They know that one excellent way of

getting at the facts is to ask questions. They don't pretend to know all the answers themselves; certainly the truly big ones don't. So we can profit by learning to function in the same way. That great little device worked out by Rudyard Kipling is worth adopting. The verse runs something like this:

> "I keep six honest serving men
> (They taught me all I knew);
> Their names are What and Why and When,
> And How and Where and Who."

All these questions help you "get the idea." *Who* does a particular job? *What* is involved? *Where* is it done or *where* do you get it? *How* do you go about it? *When* is the best time? *Why* is it done in this way?

When you are new on the job and have a lot of questions to ask, they may slip your mind as you plunge into various aspects of your work. Write your questions down and stick them in a particular box or desk drawer against the time you can beard the lion in his den or until he comes by for a visit.

You can use your associates as aids in picking up background. Some will grow expansive and enjoy demonstrating their knowledge. Others take a jealous, trade-secret attitude about their work, like the shipping clerk who answered questions from a management trainee as long as he could stand it. Then he burst out with, "You want to find out in one week what took me twelve years to learn." So one has to be conscious of others' feelings—pride, fears, etc.—in plying them with questions. Even the boss may be a little small-timey about questions. A little judgment of your own plus understanding by others of your sincerity will go a long way.

In picking up new work or in handling assignments, think in terms of "why this" and "why that." You will learn the reasoning behind your work and can change your approach or get the boss to change your assignment if the idea itself is wrong.

A few words of warning—the attitude in asking questions counts heavily. If you sound critical, prying, or superior, the answer will be short or not at all. If you are friendly, unassuming, confessedly ignorant, or in need of help, the response will in most cases be what you need. A final hint! Some organizations stress levels of authority. Find out, if such is the case, who can or should answer the questions you want to raise. There is no need of getting into hot water just because you want to know something.

A time will come in your development when others ask your opinion or your agreement or they will want something and need your backing or they will request permission to do something. When that time comes, develop the habit of asking questions. Facts will come out that will help you decide. Dig into the subject. Perhaps all is not as simple as the request would indicate. Top businessmen are masters at asking questions, for gleaning more facts and details. They thus reach a better decision. Your questions should not be aimless nor should they be put for the purpose of asking questions, for then you only irritate. They should be "why," "what," "how" questions.

This same technique is good in discipline cases. It amounts to polite cross-examination. Here, again, the attitude is important. You need to know. You are friendly but not joking. You ask questions for information, but you do not fire them nor do your eyes snap. If you take everything at face value or if you rely on the judgment of everyone with whom you do business, you are not doing a good job. Be curious—find out. It is safer—and smarter.

Another way of getting the idea is searching into records or correspondence. This will give a picture of background and perhaps save you plenty of grief because you will not make the same mistakes that others before you made.

Finally, before going ahead on a complicated job, analyze it

if you possibly can. Whenever you are not quite certain of what you are to do, take the time to outline the various angles in writing to see just what is what. If your job is not then clear, please go back to the top man rather than guess at what it is all about.

Knowing the Idea Increases Respect

Lack of experience is the primary handicap to any new man or young person. Older executives, associates, and employees who have been working at the same job for years frequently have a patronizing, jealous attitude toward the new one coming along. Their own pride, wanting to put the new one in his place, fear—all enter in. Of course, a coterie of "big" people in low and high positions lifts a man on his way and helps him get the experience he needs, but you do have ornery people who are on the "small" side.

Now these older people are not interested in being told what they already know nor do they care to be lectured by any upstart, no matter how much book learning he has had. If he knows what it is all about, however, they will respect him. Naturally, people have reservations about newcomers or youngsters on their way up. Those comers who saturate themselves with the reasons behind, who can properly explain what they want because they have the idea of their assignments —these have a good start at creating respect for themselves.

Another advantage of getting the idea is that it prepares you to answer questions. What people want in all stages of life is a man who can "give us the answers." People grow sick and tired of buck passing by those who fumble the answers. They come to think of any hesitation as a stall or, more likely, as not knowing what it's all about.

The more you know and the more right answers you can supply, the more respect people will have for you. They will

come to you for advice. You will soon find yourself with more responsibilities.

Know the "Reasoning Behind"

A perplexing problem in business is how to make sure that people understand the thinking behind certain responsibilities, ways of doing work, policies, organizational lines, etc. As a potential leader, you should be able to explain the way affairs are being handled and to sell people on it. This you can do if you understand the reasoning, philosophy, and principles behind your work and your company.

It may even be you who grows sour in your work, builds a bitter, disillusioned attitude toward the company, the top people, and the organization in general. If so, it comes back to a case of misunderstanding the reasoning behind what goes on. One example is seeming furtiveness. Locked files, secret wage data, sealed envelopes, closed doors can easily give the impression of hiding what is not quite on the up-and-up. Business does not like secretiveness. Everyone would rather be open and aboveboard. As a particular instance of seeming furtiveness, suppose that a company has a general understanding with its employees that salaries are confidential. The obvious reaction to such a policy is that the company wants to hide the fact that some people get more than others; the whole setup is unfair. The key, however, lies in the thinking behind confidential salaries. It all goes back to understanding people and their feeling of self-dignity. Somehow, they do not mind what the president of the company makes. His salary shows up in treasury department reports, and it is hard for people to compare their jobs with his. But others on a closer-to-parallel level are a different matter. Why does Bill Johnson make $5 more a week? Although he is worth it, how can those working near Bill know? They have only a general idea of his work, how

he does it, his value to the company. He may seem rather dull when one talks with him—may be, too, as a matter of fact. In his work, though, only those in a position to evaluate from an over-all viewpoint can make an objective assessment of comparative worth. What a lot of jealousy would be stirred up by publicizing confidential salaries, especially in large organizations! There, so little is known in them about what one another contributes in performance and responsibilities. A confidential salary policy is but one small instance of how impressions grow without a realization of the background.

Knowing background saves waste effort. A layout problem may serve as an example. Suppose you are trained in the advantages of straight-line production, and you see instances of backtracking. Your tendency is to work on sound, straight-line principle. Before plunging ahead, however, if you first find out from the past that straight-line layout was tried but that crowding, bottlenecks, and storage resulted, you will see how these problems can first be eliminated instead of making exactly the same mistakes.

HIGHLIGHTS OF "GET THE IDEA"

Don't be a parrot

Parrot work kills initiative
You will be thought "dumb" if you don't think for yourself

Get the idea when learning a job

Remember that your boss leaves you mostly on your own
Know what you are shooting for

Find out how to get the idea

Ask questions: who, where, what, how, when, why
Write out your assignments if they are hard

Increase respect by getting the idea

Know the answers
People will come to you

The "reason behind" counts for plenty

Know "why" if you are to have faith in your company and its officers
Save waste effort by knowing what it is all about

14. Why Men Fail

A PUNCH press operator can be a complete success and a superintendent a complete failure in life. Both failures and successes may be passed up for promotion. A man who has seen others go ahead of him may be a success: he has reached his objective; he is satisfied; he is performing the work for which he is best suited; he is happy on his job. Side by side may be a man who is dissatisfied: he feels he should have a better job; he is not content with his status. Another man on the same job may be performing satisfactorily, but he is much better equipped for different work. Still another may not like his work and yet be tied down. These, then, are failures in a sense as much as, or more than, those who lose their jobs because of some deficiency (many of whom are by no means failures), those who are demoted, those who are cold-shouldered into leaving their jobs, and those who are passed up for promotion.

Men fail for hundreds of reasons, and there is no particular point in cataloguing the causes, most of which have been touched upon indirectly in preceding chapters. The trouble with failures is that any one of many reasons, if serious enough, can cause a man to stop short of his reasonable expectancy.

As Men Judge Themselves

Results of five Engineering, Science, and Management War Training classes held in Charlotte and Gastonia, North Carolina, may be worth looking into, since they involve men and women who have already been in business for some time. Their own ideas of what has been holding them back may prove helpful as red lights to others. They may point to your own

weaknesses, aspects you can improve to put you in the running for better jobs. Of more than one hundred who took these particular courses, an astounding number were dissatisfied with their present type of work. This fact is borne out by other more detailed studies. One word of caution before citing specific answers anonymously given by these people: they represent their own personal reasons for what was holding them back. The way a man looks at himself can be unfair, because he is more strict with his own deficiencies than are others and because he cannot always properly evaluate his own case. He really does not *know* how others feel about him.

Each class member gave four or five reasons for what he felt was holding him back. The number one weakness was temperament, with some 168 answers bearing on temperament, of which the principal ones were

Too easygoing	45
Poor self-control; too quick-tempered	23
Failure to follow through	15
Impatience	13
Impulsive	10
Lazy	9

Various answers went on down to one fellow who acknowledged having no sense of humor. As you look over the above six items pulled out of those answers, note that three center around "Keeping on an Even Keel" (covered in a subsequent chapter). The other three are diametrically opposed and run close to the one item of "laziness," although other factors do enter into being too easygoing and failure to follow through. But more of "laziness" later!

Although this may be a dubiously pseudoscientific sampling of people's failings, you do spot a consciousness of weaknesses and the answers do represent a rather universal pattern.

The second highest number of answers, 121, denoted in-

trovert tendencies, lack of the "objectivity" stressed in various places in this book:

Inability to express oneself (education may enter in somewhat)	15
Lack of forcefulness	12
Too sensitive	11
Lack of confidence	10
Easily discouraged	9
Poor mixers	9
Too critical	7

These ran on down to single answers for "uncooperative," "too much desire for praise," and "meager with praise." They all fit in with the need for looking outside themselves and becoming less "personal."

Pronounced extrovert traits cause trouble for 43. Among the ones mentioned most frequently were

Tactlessness	7
Talk too much	6
Failure to plan	6
Lack of thoroughness	4
Lack of concentration	4
Too aggressive	3

Character deficiencies ran close behind with 40, the principal ones being

Procrastination	17
Too easily persuaded	6
Partiality	5
Inability to say "no"	5

They included single answers of casual interest: "women," "lack of will power," "dishonesty," and "immorality."

As with all of the traits outlined above, extrovert traits may exist with introverts; temperament may be combined with character deficiencies, etc. Of most importance are the individual weaknesses—they have been grouped more for general trends and convenience.

The general traits mentioned above have great bearing on lack of progress: temperament, too pronounced introversion, too pronounced extroversion, and character. Those are all controllable in some measure—you can gradually change all those characteristics if you have the courage and patience. Other factors contributing to lack of progress are also controllable if you have the courage and patience: education and training in particular.

Of one single deterrent there is little one can do: one's native ability. Some make up for slow thinking, poor memories, fuzzy mind, etc., by pleasing personality and persistence. The greatest wisdom in connection with this point is recognizing your limitations and striving to the outside limit of your ability without overshooting.

What about Laziness?

You can trace a goodly portion of all failures to sheer laziness, mental and physical. If people hustled more, physically, they would accomplish more. You never count a man out who is always in there swinging, futile though he may be. The ones who are most hopeless are those who do not bother and who do not even try. What can you do for a man who sits down and won't even fight? Even he may grow discontented and develop a foul attitude because progress fails to come over and sit in his lap.

Mental laziness is part of this lackadaisical view toward oneself. Men fail who do not think their problems through and who from plain laziness blame their lot in life on something else. Everyone should read Elbert Hubbard's *A Message to*

Garcia once in a while. The sage of Aurora, New York's Roycrofters had observed men carefully all through his long, useful life. His theme was one of jogging the sheer mental and physical laziness out of men who fail to carry through.

HIGHLIGHTS OF "WHY MEN FAIL"

Any one weakness, if too pronounced, will cause a man's downfall

Temperament
Introversion
Extroversion
Character

Laziness is a prominent cause of failure

Failure has no bearing on station in life

It is more the inability to make the most of what you have

15. Grow

All great men keep growing. They are not smug and self-satisfied, content with what they know. They ask questions and seek advice of those in all walks of life. They are continually on the lookout for new ideas, for the reactions of all sorts of people. These men have arrived. Over a number of years they have accumulated a vast fund of knowledge, a huge reservoir of experiences from which to draw. They are still not satisfied; they, more than most people, recognize weaknesses in business methods; they know how relatively incompetent man is in dealing with his problems. So they muster up all the help they can find.

When those who have arrived see the vast need of growth, of finding out more and more, then surely those who are starting or merely on their way should be ten times as growth-conscious. If you do not want to know, if you have no interest in developing, you are limited right then and there.

Dangers are incipient in every topic relating to a man's development. It is easy to "go overboard," to take everything too literally. Unbalanced individuals can become obnoxiously curious; they can pry and delve into all sorts of corners where they have no business. They can be facilely familiar with all kinds of work in the company but their own. These types you understand. You are also aware of what judgment must be used with good, healthy growth.

Growing Covers a Wide Field

The obvious beginning of your growth—interest in knowing and finding out—is with your job. Your objective is knowing

everything possible about it, not only the duties and how they are performed but why certain functions are carried out, what precedes your work, what follows it, how other work dovetails, relationships, etc. Once you know all of that, you can do a more understanding and intelligent job. You owe it to yourself to find out everything possible about the job. If you limit yourself to the operation, you are nothing but a "deck hand" who is a poor prospect for growth. When you know your job as now set up, study that type of job on the outside, in periodicals, books, and correspondence or extension courses. Be willing to spend money for your development, and count on doing so. In some respects, you are your own capitalist; you spend money to create wealth in yourself and eventually to cash in. You cannot get it for nothing. In almost anything, "it takes money to make money." Subscribe to periodicals on your own hook—those in your field, those in the work you ultimately want. If it is management, many good periodicals are on the market: *Management Information* (Elliott Service), *Supervision* (National Foremen's Institute), *Modern Industry*, and *Factory Management and Maintenance* are only a few. Associations come rather high; American Management Association, Society for the Advancement of Management, and National Industrial Conference Board are among the best.

Hundreds of excellent books on the market cover practically every field in business. If you are a college graduate, you need more than the bare theoretical background. If you are a practical man interested in getting ahead, you need plenty of theory and principles for a decent foundation. The McGraw-Hill Publishing Company and Harper & Brothers have published most extensively in the business field. You can write for their list of publications. Of the many first-rate books on general supervision, the following are among the outstanding: Erwin Schell, "Technique of Executive Control"; Elliott D. Smith,

"Psychology for Executives"; Glenn Gardiner, "Modern Foremanship"; A. L. Kress, "Foremanship Fundamentals."

Correspondence courses are good. They take courage and stick-to-itiveness to finish. The work is on your own, although group study is possible in some companies. International Correspondence Schools in Scranton, Pennsylvania, have standard courses on almost any business subject; LaSalle in Chicago has many fine courses, as has the more advanced and excellent Hamilton organization.

If you are to be more than a hack, you will need a broader comprehension than you can get on the job. But as with almost anything else, the danger comes after the first spurt of enthusiasm dies. You will find any reading or outside work a sacrifice; it will infringe on time you would much rather spend at something else. If you will get any real, lasting good, plan your work over a long time and do not schedule so much at the start that you get sick and tired of the whole long process.

A sound reason stands behind the need for finding out about your work and the broader background of business. You want more than your present job, one assumes. You want to go places and be someone. If so, you must prepare for it on the job you now hold. Your job is showing that you are big enough for more advanced, more complicated work.

Gauge your outside study and reading according to your aims. If you are bound for the top, come what may, your sacrifice will have to be greater. You will, of necessity, have to become familiar with the theory behind all phases of the business you have in mind. If your aim is more moderate, specialize on a field or type of work. Under any circumstances, plan for a number of years and not for a cram session.

Coming back to your own company, you will do well to build a wo king knowledge of the company, its products, how it was organized, its financial structure, etc. Beyond that, you should find out about the industry—its history, competition,

peculiarities, special problems, etc. As you learn these aspects of your work, you become broader, your capacity increases, you are likely to be less petty and small in your dealings, and you will see beyond the four walls in which you work.

Ask "Why"

Nothing is perfect, especially in business. You grow by making improvements. Many decisions are made to fit the needs of the times and could certainly stand improvement. On your own job, first of all, ask why methods, reports, etc., are as they are. Professor Erwin Schell of the Massachusetts Institute of Technology has said that you sometimes make outstanding changes merely by turning the present method around; that is how incompletely worked out are many original installations. If you can cut out the unnecessary by asking why, that will be good. Generally, however, you will have to go beyond the why—you will get an answer or reason all right. Perhaps the next question is "What of it" or "Is it worth the trouble?" or "Why bother?"

Questioning devices will help you organize your work and your job better. So few men in business take a thorough job inventory that your work will stand out.

Most people won't be bothered with questioning, but this is written for those who really want to make something of themselves.

Be a Fund of Knowledge

A main objective of growing is accumulating a thorough knowledge of job and operations. Know what is going on. Spend your odd minutes in finding out (without pestering or horning in); be smart about your interest.

The man with accurate facts and figures at his fingertips is in great demand in an organization. If you know the answers,

owing to your fund of knowledge, the boss will be calling on you. You will grow valuable and close to those who count. And when your chief is demanding of your time, when he comes around to see you and consult with you, you know you are earning a place for yourself—you are getting ready to move along. For the boss, no matter who he is, cannot afford to waste time with anyone who will not help with the straight story.

When your supervisor does not have time personally to train you, you are left on your own initiative. If you dig around and find out all you can about everything, he will be agreeably surprised when he finds out how much you already know. It will be a bright feather in your cap.

As long as you are with an organization, your learning process continues. You should be constantly interested in other people's work, flatteringly surprised perhaps by what they do, maybe even amazed by the complexity of their work. It makes no difference how it comes about so long as you can expand your knowledge steadily, not confining it to your first months, not restricting it to your own job. Respect will increase all along the line as you yourself come in the future to answer all sorts of miscellaneous questions, to draw from these odd places where you have picked up fact after fact.

HIGHLIGHTS OF "GROW"

Growth covers a wide field

Know everything possible about your own job
You need more knowledge than you can get on the job
  Books
  Magazines, services
  Correspondence courses
Find out about your company
Learn the peculiarities of the industry

Ask "why"

Remember that everything is subject to improvement
Form the habit of questioning

Be an oracle

Know your facts and figures
Amass a wealth of information about your work, the company, the business
See that people come to you for information

16. Use People

To GET anywhere in business, you have a job on your hands, but you can make the job easier by using others. "Using" here refers to the legitimate, smart utilization of what others have and what they can do to help you—not manipulation for your own devices in the Machiavellian sense.

Gather Ideas from Others

All inventions, developments, and changes of any sort accrue from the contributions of many people over a long period of time. Your bright ideas at the very best only put together known elements in a slightly different way, but in any event they rest on what is already known and what has already been developed.

Since other people have different experiences from yours and varying degrees of knowledge, they sometimes have ideas beyond your ken. Use them. The biggest men check others for their ideas. They use everyone they think will contribute anything at all. Their object is finding the best answer—the right one if possible. They don't care particularly who supplies the missing link. As a matter of fact, when a project is completed, it is hard to tell who did what since so many have had a hand in it. That is right, too, since an organization must function as a team, and when all goes well, everyone receives due credit for his share.

When you as an individual use others' ideas, never, never steal them. Use the idea, but give its author full credit. The object is to get the answer, not that it be yours. If you have found it through someone else, each will get his share of credit.

Get Outside Reactions

You cannot help becoming tightly bound in your own ideas. You work with them so long that you sometimes like ideas principally because you know them so well—but they may be all wrong. Even when you have cudgeled your brain and traced out all possibilities, the result may still be wrong. Your emphasis may be on the unimportant rather than on the significant aspect. Under such circumstances, what is the use in barging ahead on your own at the risk of cracking your skull?

You get mental sets, a particular path of thinking, and you need an outsider to jog you out of your rut. Even if outsiders are not in the same business or in the same type of job, they can supply fresh thoughts or a new twist.

So again, state the case and give others a shot at your reasoning so that you can receive additional help.

Feel Free to Ask for Help

Asking for help is no sign of weakness. It is, on the contrary, a sign of intelligence when you are stuck and unable to go on under your own power. Others in your company, and especially those who held your job before you, may have come up against the same problem. They can put you on the right track. Their leads can save valuable time.

On some occasions you may be facing a problem that someone else could work out a lot easier than you. Perhaps he has access to information you need. Maybe he has the information for filling in the blanks of your job. If others can do the work easier, more efficiently, or cheaper, try enlisting their aid.

Watch How Others Operate

You learn from the strangest people. The old story of Emerson and the calf is shopworn now, but the idea still holds—how Emerson pushed and tugged at the calf and couldn't make the animal budge. Then the servant girl asked if she could

try; she stuck her finger in the calf's mouth and the little fellow promptly followed her into the barn.

Keep your eyes wide open when you are with other people in business. No one is capable of learning a great deal solely by his own experience. Watch your associates. They need not be top executives, although contact with major executives helps most. A man wanting to learn will use everyone from top to bottom. Everyone has certain admirable traits worth cultivating and acquiring for your own.

Watch others, particularly the way they handle people. You can learn even from those outside business—women and children—as well as your associates. The techniques they use, the niceties, approaches, are all helpful to you. Figure out how and why they succeed in what they do. Why do they accomplish so much? What induces others to work so well with them?

Use the objectionable as a warning, too. Be sure that you are not doing precisely as they are, that people do not feel the same toward you as they do toward the ones you dislike. You are in no position to be self-satisfied. As you try improving, make sure that your objectionable qualities fade at the same time.

Those in responsible positions are most worth watching, your own particular boss as number one. You do not want to ape him. Much about him may not be good. Your objective is picking out his fine traits, for he must have some to be where he is. Adopt those as much as possible and ignore his shortcomings. See how he runs his job, how he handles details. What are the secrets behind his achievements? If you have any access to key executives, you will be wise to watch them closely. They set a marvelous example of leadership. Their thoroughness, pace of work, smooth handling of awkward situations, courage, foresight, promptness are all worth emulating.

If you are one who learns from successful men, biographies will give you many little guides. Not only the inspiration of

their success but the means great men have used will be worth your study. Many successful men today attribute their success to Horatio Alger rags-to-riches stories. That is no joke—the inspiration of those novels really did help. However, you have the inspiration of real-life successes and the means they used to achieve top rank.

In the main, though, no simple formula exists. What you derive from your real-life leaders more than anything else is an insight into well-cultivated, sane work habits. They have, in most cases, fought their way to the top through sheer hard work, hard thinking, and concentration on the proper means to bring the end within reach. You can see from the way they behave today why they were chosen for their positions. If you are willing to make the same sacrifices and take the same road, and if your capacity is equal, you will make it too.

Plant Seeds

One of the really fascinating uses of other people is a devious one which is extremely interesting insofar as watching results is concerned—the planting of seeds. You plant seeds in others when you need their support or when you are unable to get results by direct salesmanship.

Once again we face the fact that all business dealings do not go according to plan. People, with their weaknesses, prefer their own ideas or they like to be lords in their own particular domain, whether it be one typewriter, one machine, one counter, or the whole works. Since that is the case, a bit of infiltration is sometimes advisable by means of the seed-planting method.

Planting seeds is a suggestive approach. For instance, you mention that a certain man shows promise or that the lighting in the east end of the building hurts people's eyes or that a counselor would help solve a number of problems. That may

be all you say. Then you give the seed a chance to germinate. Perhaps on his next trip to the east end of the building, your victim stumbles over a broom handle. To cover his embarrassment, he remarks that the lighting could be improved over here. After the seed germinates, you sprinkle the ground a little. One way is to post someone else on the lighting problem and have him comment on it to the fellows. Eventually, the barren soil "gives," and the man will come up with the idea that "by golly, we ought to do something about the lighting in the east end of the building. Jones, make out a purchase order for six fluorescent fixtures."

Whether you plant in drills, hills, scatter broadcast, or what, you may do any one or more of the following, all of which are concerned with exposing the victim to the idea until it finally "takes": see that he gets literature on the subject; talk over various approaches with him, hoping to goodness that his common sense will pick out the right one; mention what success other people are having with such and such a method; or get someone not directly interested in the deal to discuss various approaches with the customer, as long as it can be done without his smelling a mouse.

No, it isn't always as easy as that, but seed planting does work. If you are interested in the objective fact rather than the credit and want something done in a noncontroversial sort of way, try planting seeds. Some of them do not germinate, but a sufficient number will bear fruit to justify the effort and ground preparation.

HIGHLIGHTS OF "USE PEOPLE"

Gather ideas from others

Garner outside reactions

Feel free to ask for help

Watch others

Key executives are most worth emulating
Everyone has some qualities you should acquire

Plant seeds

Suggest indirectly to the "Daddy Rabbit"
Let the barren soil produce of its own accord

17. How Character Enters In

TODAY, and as long as we have industrial democracy, every aspect of business will come under fire. The days of the industrial robber baron and of the highhanded boss man are gone. Every phase of business is subject to challenge. Character was always important, but it is a necessity today. A decent character always did count toward a man's success. Even in the unlicensed days of lax government control, you had to be fairly respectable in your dealings with one another or your organization tumbled down from dissension within. In those days the principal scoundrels were the strong-arm men in a position to rule and the fellows who ironhanded labor. Labor today is strong enough to function on more nearly equal terms with the manager and to challenge even "Mr. Big" at the top of the organization. The general public, too, hears more about goings on within a business and does not hesitate to serve as judge in any unusual circumstance. With the microscope turned on business by labor, stockholders, government, and the public, the scoundrel has no place—he jeopardizes the successful running of an organization.

Strength of Character Belongs in Business

How much "character" you can develop without basic, inherited traits is subject to controversy. Perhaps you can always improve, however, with character as a private objective in your progress.

Strength of character here means adhering to principles, having the courage of your convictions. It includes more than honesty alone. Tough-mindedness, as later discussed, is part

of a strong character. Altogether, strength of character is an insistence on what is right and a constant effort to bring others within your orbit, that is, an adherence to what is right.

A man with a strong character does not give merely "good" reasons nor does he allow himself to be swayed by rationalization. He is enough of a man to dig into the kernel of motive and reason. Half truths and alibis do not go. Being smart, he may not let on that he knows a motive, but he sees through an act and takes measures accordingly.

He will turn down an unfailingly successful solution if it is not honest or if it smacks of shady dealings. He is strait-laced in his dealings. Although he may be heartily disliked, he will have the admiration of his fellows.

In some respects he may be considered hard. He goes according to procedure and policy except in the most unusual cases. He will hold up jobs until they are done right, sit on programs until all bugs are ironed out, not allow himself to be pushed or railroaded. He uses judgment and consideration, however, so that even those who think of him as hard respect him.

He is interested in people and their needs as well as in the company's success. He will wade through the mass of pros and cons—people's interests versus company's—and come up with an answer he can back as right.

Confidence Is a Long-time Objective

The face-value assessment lasts for a while, but you must earn your way to the complete confidence of an organization. It is a matter of being right and keeping promises. It is likewise a matter of trust, where character is also predominant.

Loss of trust is due basically to some sort of betrayal; you do it largely by yourself. A fast one you have pulled, letting out a secret, going behind someone's back—all these faults and many more create suspicion and destroy trust. Continual alertness to the faith people have in you is necessary. Of course,

you can lose people's trust by much simpler means, such as failure to carry through on assignments so that the boss has to do the job himself or must check up on you too frequently; letting dates pass when you have promised completion; letting your men down on something you had said.

The answer in great measure is a phase of character you might call "conscientiousness," that is, a sincere concern that you do things well and right. Being happy-go-lucky is all right instead of worrying and fretting, perhaps, but it is no good as a business technique. You must be conscientious in your business dealings. That trait alone will help you do what you should; it is a feeling of responsibility for what you say and do, a personal concern over how the work goes, how the company prospers.

Conscientiousness is like loyalty: it cements you in your company and makes you part of it. Alone, it will do no more for you than help you keep your job, but with other characteristics it will aid you in solid development along the line. Duck those would-be sophisticates who think it smart to divorce themselves and their feelings from the company's success. You will be much more interested in your work and you will do a better job if you feel truly concerned about the outcome.

There Is No Such Thing as Intellectual Compromise

The truth is the truth and can be nothing else; facts are facts and are not to be twisted. On occasion, a man may let the truth slip away. He may allow someone to have a slight misconception and not correct him if it helps the cause; this is shortsighted and wrong. Become known as an incorruptible man who hits straight from the shoulder.

Now many of the little shifts of fact could be misunderstandings—but they are not and you know it. You may be tempted to let them go if they help you in your work. A man of strong character will call shots on these misrepresentations

so that there will be no misunderstanding as readily as he will challenge a misstatement of fact by someone else.

Sometimes you do let misstatements go by if they simply mean contradicting someone or offending him when it makes no difference one way or another. The correction would be merely picking or caviling. That is one thing and quite apart from letting misrepresentation go.

Some executives make positive statements, then turn to their assistants and, with outthrust jaw and an accompanying nod of the head, say "Do you agree?" or "Is that all right with you?" or "How about it?" Remember that there cannot be compromise with what is right and with what you really believe is right. Say so, even if you are especially diplomatic about it.

HIGHLIGHTS OF "HOW CHARACTER ENTERS IN"

Business demands men with character

Develop as strong a character as you can—the concept of what is right

Act according to principle

Build confidence and inspire trust

Be conscientious in your work

You cannot compromise the truth

Stick with what is right
Avoid half truths and rationalizations

18. Think More

The greatest single weakness afflicting the greatest number of people is lack of thinking. Most people do not tap anywhere near the capacity of their own thinking power. Call it "mental laziness," "lack of interest," or plain "unthinking"; this one "lack" causes more misery and failure than all other traits put together. Failure to think properly is the cause of snap judgment, personality failings, lack of accomplishment, etc. Genuine thinking would take the fifty-fifty chance out of guesswork, sometimes called "snap judgment." A little search and analytical thinking would point out most personality difficulties, and thinking again would show why you do not get as much done as you would like.

Gadgets Discourage Thinking

So many devices discourage thinking today that you must make a special effort to develop a thinking habit; practically all entertainment today—radio, theater, movies, and shows of all kinds—requires only a receptive type of mind. How many of you keep the radio blaring hour after hour, sitting back with a pipe, lulled into complete hypnosis? Certainly, we need relaxation or at least recreation. It becomes a growing habit, this recreation, however, and we grow dull in addition to being lulled. All the services and the mechanical gadgets tend to make most people unthinking. They become button pushers or handle turners—and this in a complex world in which we need more and more real thinking. Perhaps we do more memorizing than ever before, but one wonders how much reflective thinking the

bulk of us do. Even in cars, the radio is tuned to soap operas, swoonsters, or lightweight, wisecrack programs.

The days of Yankee ingenuity are fading. Today marvels of American inventiveness are produced synthetically in the laboratory.

A few draftsmen work out intricate plans so that furniture is sawed in mass production, the pieces packaged, and all that one has to do is to read the simple, foolproof directions, and tack it together. Everything is made so foolproof that not even Denny Dimwit could possibly make a mistake or use any judgment. The frontier days of fashioning odd strips of leather, a piece of wood, and a strap of iron into a crude machine are gone. If the radio is on the blink, we call Radio Doc. If the car battery runs down, a service station is near by—everything to keep us from doing any real thinking. Oh, it is true that many exceptional tinkerers take pride in their own gadgets or their ability to fix anything. But they are in such a definite minority that we need an inventory of how this service type of living is affecting a man's chances to get ahead in this world.

Industry Desperately Needs Thinking Men

Thinking is the crying need of industry. Many newcomers in business have the misguided notion that everything has been figured out already and that the only thing is to learn how to run the job. That is so appallingly false as to be pathetic. Improvements are always in order. The longer one is in business the more it becomes tragically apparent that imperfection is one of the sad facts of business. There is so much to do that one can rarely take the time to do a job right. But above all, management desperately needs improvements. New situations are always arising to back up the one immutable law of continuous change. Those with the intelligence or original thinking to meet new situations—personnel, machine, process, market, or what—are the answer to industry's prayer. Top manage-

ment is constantly reviewing the organization and combing the woods for those who know how to think. Men and women who know how to handle situations and new problems without recourse to formulas—these are the men needed today. Such a shortage exists that management is compelled to lean on the very few who can think.

Mental Laziness Is a Big Cause of Our Trouble

Most of us react in strangely similar ways—we have great blanks in our thinking. This so-called "hiatus" is due to day-dreaming, idly reminiscing on this or that, or simply having a blank mind. This is a waste of time when others are using their heads and developing ideas. Actually, many of us think only when we are pushed; we are just mentally lazy. Think back over your own day and ask yourself honestly how much you have really thought. Some people think so little that they cannot maintain a respectable conversation, others prattle on nonstop without a single sensible thought. Their minds simply do not function. It is all a matter of habit, for there is little doubt that we all could think a great deal more than we do. Most people in this world are average sort of folks. Even those who get ahead are frequently no smarter than the rest of us—they simply think more frequently or use their heads more than we do, not that they do a better job when they do think. We must think more frequently if we are to get ahead. Surely it is an effort at first, owing to mental laziness, but thinking becomes a habit as readily as lack of thinking becomes a habit. Proof is the fact that many men in business come to think more as they grow older; they had to face situations that required thinking and came habitually to think more. All of us can speed up our thinking processes. We may not be able to think any faster, but we certainly can think more often.

So many of us think that we think, but, actually, we do not think. We reach a firm decision by merely picking one of two

or three alternatives out of the air. This is not constructive thinking. Giving an answer or making a decision requires judgment, weighing results, and considering effects before it becomes constructive thinking.

Learn to Use Your Head

A big job in developing our thinking power is in learning to think more often. Any number of different devices help in this endeavor. One of the most helpful is to defer a decision or an answer to a problem until you have had a chance to write down all the possibilities. Consider first all the angles of a problem before reaching a decision. The same thing goes for projects: write down all the angles before making a recommendation. This procedure often saves plenty of grief by giving you a better insight before you go out on a limb. You not only think more, but you will straighten out your thinking and clarify it by writing down the various approaches. Do not forget the alternatives; they especially serve to show your top men what kind of a thinking job you are doing.

Planning beforehand is another way to force one to think more. If you plan your course of action—how you will talk with people, what you will say, what the other man is likely to say, what objections will be raised as to what you want—all these will help you on your way, and, incidentally, they will stimulate your thinking.

Another method of increasing the amount of thinking is to practice constantly when you are not doing anything. Make an effort at solving problems when you are riding, walking, sitting, doing nothing. How often do you walk or ride, mile after mile, without a single constructive thought? If you pick out one problem that is bothering you—it need not be at work; a home problem or family angle is equally useful—and see how you should approach it, you will be surprised at what you can work out. One of the most successful executives I ever knew never

drove his car to or from work. You would see him reflectively walking up the hills overlooking the small Connecticut town, and you knew that he was pondering over one of the many problems facing him in running the mill. When riding in the car with nothing to do but watch the scenery, there is no reason why one cannot reflectively consider one of the many problems that confront him.

As with all habits, practice is most helpful in thinking. The big point in thinking is that it is a habit covering any number of subjects. Whether it is planting a garden, deciding on the advance buying of coal, weighing the merits of buying a stove versus buying a rug, putting across an idea to the boss, or setting a cocky worker straight, there are always plenty of opportunities to practice the art of thinking.

Avoid "Mental Sets"

One of many afflictions retarding the practice of real thinking is the problem of "mental sets," that is, a pattern or habit of thinking to which most of us are subject. We think in circles, more or less, simply because we are tied down to a particular approach. We continually think along the same path rather than consider all possibilities. Have you ever lost anything, a set of keys or a fountain pen, and found yourself looking again and again in the very same places? That indicates a series of mental sets which do not permit you to do a job of fresh, honest thinking. What you need is to turn your thinking inside out—to get a fresh lead. We get going in a small groove or come back in a circle to the same place. We need to upset ourselves purposefully and to think of all possibilities rather than to go through the same routine. Mental sets are a curse which affect much of our thinking and keep us from developing truly constructive, fresh thinking. Forget what has been done in the past, once you have considered such possibilities. Let all of the wild notions in the world have their play and explore them for all

vaguely feasible approaches. When limited to mental sets, the trouble is in ignoring many other possibilities, some of them much more reasonable than the ones we are attacking. If we consider all angles, we have no half-cocked, half-baked, explodable methods.

In addition to the necessity of avoiding mental sets is the advisability of being flexible. So many of us have but one idea, and then we are shocked and hurt when nothing comes of it or when someone finds strong objections to what we want to do. We need a second and a third wave of attack so that if one is thrown back, one of the others will get through and stick. Failures can be turned into successes, defeats into victories, by having alternate approaches for which objections have not been prepared.

Straight Thinking Is Responsible for Nine-tenths of the Successes

You will find plenty of personality boys, strong men, or politicians who work their way to the front, but the fact is that behind it all is a great deal of thinking or planning. Actually, they have done a job of *straight thinking* on their problems. They know whom to see and how to handle them in order to get what they want. It all comes down to a matter of thinking. If you do a job of thinking, you know by analysis not only what is causing others to buck you, but what you can do to offset the opposition. Wrong or sour attitudes will be corrected by deeper, clearer thinking which will show in all cases that the fault lies with the man himself rather than with others.

All the fears which do so much to hold men back are due to lack of or faulty thinking. Once one analyzes the cause of fears, he can defeat the fear itself and go ahead. Psychologists assign failure to think straight as a major cause of fear. It is either that or a rampant imagination which surges on without a basis of sane, common-sense thinking. Careful thinking is bound to

disperse fears and supply courage for going through with one's objectives.

Much do-nothingness is due to that hiatus of doing no thinking. If you stopped to think of consequences and possibilities of action, you would blaze ahead with much more zing than you actually do. It is mental laziness that allows people to amble along lethargically without any plan for getting ahead, without trying intelligently to lick one's drawbacks.

Resourcefulness is a characteristic of most great leaders. They seldom let themselves get caught in the spot where one can predict what they will do next. They have figured out some different attack which will throw everyone off guard and for which no one is prepared. In other words, they think—and deeply.

Thinking Makes Leaders

Most of us underrate our own power to think merely because we do too little of it. We have undue respect for others who think, and we are willing to be led by them simply because we have not yet developed the habit of thinking. We can think a great deal more if we practice and set our minds to thinking. At first it is a strain, but our ability develops as we try thinking more often. A gratifying and satisfying pleasure in life is finding that ideas come more frequently and easily as we think more often. We lessen the breaks between thinking, and, strangely enough, it is stimulating rather than fatiguing.

HIGHLIGHTS OF "THINK MORE"

Gadgets discourage thinking

Your thinking can be retarded if you do not develop the "habit"

Industry desperately needs thinking men

Improvements are always necessary
The thinking man does the job

Mental laziness is a big cause of our trouble

We think too seldom

Learn to use your head more

Write it down
Plan in advance
Practice thinking out all sorts of problems

Avoid mental sets

Get out of a rut in your thinking; be flexible

Straight thinking is responsible for nine-tenths of the successes

Thinking makes leaders

Lessen the breaks between thoughts
Sound reasoning is unbeatable

19. How Promotions Are Made

Earn Promotions Instead of Changing Companies

Except for the few who start at the top and work down, almost everyone is interested in being promoted, in going places. Some people are never promoted in their own company. They work so long, get their education at one place, then go somewhere else at a better job. This may be necessary where the competition is too stiff and when you can see no hope for the future. Ordinarily, though, this moving-around type of promotion is unsound. From the company's own standpoint, it has trained a good man, and someone else has cashed in on the time, effort, and money so expended. It is worth expending considerable effort to move those along who are destined to go ahead, even at the expense of creating temporary openings. From a man's own personal satisfaction, he is better off making some progress before moving along; he really earns recognition that way. It shows the results of meriting and winning an increase in earnings. Furthermore, he is always taking a chance when he moves, a chance that he won't suit, that he won't like the place, that it will be harder to get along. Ordinarily, therefore, he should elect to battle it out where he is for some time.

If you cannot receive recognition, if you are certain that you are being unfairly passed up, or if the jinx of not being a prophet in your home job gets you, you may be compelled to

move. In the first stages of development, however, you should earn your spurs by competitive achievement.

Impressions Still Count

In a minority of instances, promotions may be unjustified. Relatives sometimes get the nod when they do not deserve it, but most companies are ruling strongly against relatives' working for each other. Personal likes and friendships occasionally enter in. A spectacular single achievement may create a lasting impression. And more often those in authority are inclined to favor the same type of person they happen to be—right or wrong, good or bad. All of these occur in a minority of instances and should not prejudice one against promotions on merit. We are still dealing with people and are constantly up against their weaknesses. But good management is cutting down the margin of error every day and imposing more objective bases for determining promotions.

Once in a while decisions are based too much on single characteristics. An old, old failing was to promote the man with the best mechanical ability to supervisory positions, whether or not he could handle people, could manage details, or was equipped for the paper work. He was the "best man" in the department, so he got the job. Management on the whole is gun-shy on this type of promotion today. Sheer aggressiveness, regardless of intelligence or personality, has been responsible for other unfortunate decisions. "He gets things done" —yes, but how and at whose expense?

Any one single fine trait is no fit index of promotability. Despite the contention that high-grade morons could and do graduate from colleges and universities, education per se has been used as the basis of promotion, and with disastrous results. Perhaps most frequently of all, personality alone has resulted in more promotions, again regardless of other characteristics. It takes

a number of fine traits if a man is to be a success on a better, different, and more complicated type of job.

Complete Analyses Will Determine Future Promotions

Even today, companies are restive under general guesswork type of promotions. A general appraisal does not always work, even when you know the man well. Job specifications on the new type of job should be brought out and candidates analyzed to see how they meet those specifications.

Promotion takes into consideration the sum total of a man's characteristics, and management is coming to realize that fact. How do you fit in? You may need to do a better all-round job, and it will not do you much good to attempt "working" your boss for better jobs.

When a thorough study is made on promotions, it involves balancing the weaknesses of those involved, evaluating their strong points, considering latent possibilities and potentialities —whether you are at your peak or have further development ahead of you. All possible candidates are rated in comparison with one another, with the many factors considered and weighed.

You Err in Resting on Your Oars

Length of service is no deciding factor in promotions to more complicated jobs. Ability and potentialities are the determining points, since the more complicated the job, the greater the responsibility and the more possibilities for damage. The company must pick the best available candidate; therefore, just because you have been there fifteen years does not qualify you for a better job. If you can do the job as well as the next man and have the same possibilities for development, then most certainly you should have the call if your service is longer.

The fellow who works only as hard as he has to and is

pushed by an unfortunate ambition or an ambitious wife generally works as hard as he can to make an impression—he is smart enough to do that—and then lies down on the job as much as he can. Once he "has his foot on the rock," he feels safe. Others, with plenty of sense, periodically stir themselves to a ripsnorting good job and then settle back on their laurels for a while.

All these self-saving techniques are unsound. The boss must pick his best all-round man for better jobs. The trait of "giving" or "putting out" is indispensable. Those who are bent on making a name for themselves "put out" continuously; they do not loaf at the first opportunity. So forget the lazy-man stunts; determine to put your shoulder to the wheel and keep it there.

Stature Is Important in Promotions

Stature, or how "big" a man is, covers less tangible aspects, such as his spirit, freedom from smallness, grasp of situations, etc. Some men are hard workers who drive themselves at a great pace, but they lack stature. They are too much for detail —picayune, cheap, carping—and seem to miss the principles or lack the breadth of vision necessary for men of stature. "Small" men do good jobs and are valuable in an organization, but their future is limited by little imagination, the habit of taking forever to get to a point, petty meannesses, thoughts buried in example rather than in over-all effect.

Part of stature is the respect you command among all ranks in the organization. Do they all think a lot of you? Does the boss think you are doing your job all right but your men think of you as a snake? Do your fellows have contempt for your long-windedness or petty dealings?

Vision beyond the horizon is an indication of stature—building for the future. This goes further than a mere anticipation of need for the next six months. It involves your plans

for the future and what you visualize in the development of your job over a period of time.

Another indication of needed stature is the job. Certain jobs require men of greater stature, others can do with lesser lights. The smart man in line for promotion will try to stretch his stature to fit the need of the job ahead of his. He will try to develop the grasp needed and an "in-a-nutshell" type of mind or the "big" type of personality. You cannot be a general manager on a subforeman's job, but you can prepare yourself for the greater stature needed as you come along. Better than that, you can show on your present job that you are big enough to handle the job on the next rung of the ladder.

Promotable Men Are Severely Needed

Industry is always on the lookout, no matter what the business conditions, for top-caliber men and for men well suited for each position in the organization. The sad fact is that, in many cases, men are promoted because they are the only ones available, not because management wanted that particular man. Your job is to make yourself fit for promotion and to equip yourself for better jobs. *The going will not be too tough if you do a job on yourself first.* Right now, management all over the country is leaning heavily on second-raters who are not qualified for their positions. Opportunities will be enormous in coming years for the right type of men who do a good developing job.

Lack of energy and inertia are such widespread weaknesses that they will actually become factors favoring men who are determined to go places. So many of their competitors simply do not care enough to make the effort. There is no way of comparing numerically the lazy with those who lack ability, but it would be fair to say that the lazy are at least equal in number to those who haven't what it takes.

Your chances are considerable over the long pull if you will only buckle down. What a shame it is that so many with the

brains and personality drop behind because they can't be bothered. You can fit yourself for promotion in time by considering your needs and shortcomings, making up your mind to overcome them, and then by doing a job on your present work. Merit is the overwhelming factor today, and in the future it will become the one determining measuring stick for promotions.

HIGHLIGHTS OF "HOW PROMOTIONS ARE MADE"

Earn your spurs by promotion from within a company

Promotion for other than merit is practically dead

You need more than one strong point to earn promotion

Don't rest on your laurels

Develop stature

You are limited by smallness, cheapness, lack of vision, pettiness, etc.
Learn to be "big"

Companies seek out men for promotion—be there

20. Develop Sound Business Habits

A HARD but worth-while phase of development is the establishment of good work habits. Habits are valuable tools in business. As man-made automatic responses, they come closest to nature's reflexes, which are the quickest response man can make. A habitual response flashes so quickly over a frequently traveled path that it requires no thought.

Your most successful businessmen have developed a whole routine of work habits by means of which they function smoothly, efficiently, and quickly. If they had to stop to think every time something was done, they would accomplish considerably less. As far as possible, they establish their work habits the easy way; that is, they set up efficient habits in the beginning—the one easy way to start a habit. They practice the habit consciously for a while until it gets set; then they repeat it until it becomes automatic. After that, they are more upset when breaking the habit than when following it.

Breaking habits already established is tough, as everyone knows. If a habit must be broken, the easiest way is to establish a counterhabit in competition. This involves first being conscious of the bad habit, such as being late in the morning, then deciding on an earlier hour for rolling out of bed—after which the struggle is on. Once you get away from your previous "marginal" hour of rising and start on the new, earlier hour, each time you rise at the earlier hour you work that much more securely into your new habit. Each time you escape the

old hour you lessen the effectiveness of the old habit. But each breakover is disastrous and causes an intensified struggle.

The hardest of all is breaking a habit without replacing one. One begins by being conscious that the habit is wrong, then by making a concerted, unrelenting effort to discontinue the habit. You derive considerable, competitive satisfaction in breaking bad habits, but there is no disputing the difficulty of the job.

It is virtually impossible to catalogue all the bad habits in business, but it might be worth while noting a few of the worst as a check list for your reference. If you have any or all of these, work on them, for they will no doubt be holding you back in your work. Check the ones you need to change.

Mannerisms. If you have any brothers and sisters or a ruthless family, you probably know what mannerisms are. Work on them, for they disturb people and set you up as a "queery."

Inaccuracy. Here the job is one of learning to double-check, having someone else check, or being sure of your statements before making them. *Don't guess!* This last is a must, and remember that estimates come dangerously close to guesses.

Impatience. This bad habit is overcome by training yourself to see the other side or looking into the explanation before breaking a blood vessel.

Snap Judgment. Substitute conscious writing down of all angles, discussion of them with a disinterested party, and holding back a while before making an answer. This will be aggravating at first and perhaps annoying to others. Eventually you will develop the habit of mentally writing down the answers so that on simple questions you can be sure you are right.

Self-centeredness. This one takes time. It involves developing a different outlook whereby you want to do for others, force yourself to think of others, and gradually crack the shell in which you have been rotting.

Mental Laziness. Substitute problems, think of reasons for almost anything, develop ideas consciously all the time—eventually, believe it or not, thinking will be fun. Each thought will be somewhat of an achievement.

Overly Critical Attitude. Substitute a conscious effort to think of all good points instead of bad, whether you tend to be critical of people, company, city, workers, unions, management, Democrats, Republicans, or what. Your critical attitude probably carries over into other fields.

Snappy Answer. This unfortunately requires thinking before you speak and considering the other person's reaction before you "pop off." A delay is sometimes good here. If your answer is in writing, a short stay in your desk overnight will generally turn the trick.

Rationalizing. The bad habit of giving a "good" answer rather than the "real" answer. People are wise—they know. It is a weak way of ducking the real issue. The first step is convincing yourself that people know you are shadowboxing, and then force yourself to give the real answer in a palatable way.

Procrastination. One of the worst habits is defeated by good leaders in business who force themselves to "tackle the tough ones first." If you can force yourself to procrastinate on the easy ones and take up the hard ones, you may have something. Generally, however, it means rolling up your sleeves, facing the problem squarely, and tearing in.

Stubbornness. Open-mindedness is the counteroffensive to use on this bad habit. Develop the habit of trying what is new or favored and not opposing just because of a strong personal opinion.

The list could continue ad infinitum, but much more valuable is the positive angle of establishing good business habits. They will help you in your day-by-day work and will provide tools for use in developing over the years. No doubt most of this fragmentary list of good habits is already part of your make-up,

but check it over and move toward the adoption of those not yet 100 per cent under control.

A number of these habits will be enlarged on from time to time, but they are worth checking over here to see how you stack up.

Prompt. All good leaders develop the habit of promptness. They make a fetish of carrying through without delay. They tackle jobs at once and button them up rather than leave the work hanging in mid-air. They make a game out of answering questions or problems immediately and take pride in not being responsible for delay. As leaders, they set an example of speedy work; consequently, they are in a better position to jump others who are behind.

Never Behind. A corollary to promptness is being on top of the job. A good leader is never a "bottleneck." He takes pride in having the top of his desk clear. He delegates detail work, and if he cannot keep from falling behind, he gets more help. He values his time, considering the importance of every minute he spends on the job and using his time where it will do the most good. His work is planned and he carries out the plan.

Concentrates. He develops his powers of concentration so that he will not permit sounds or extraneous thoughts to distract him. When he has a job, he digs into it with a singleness of purpose. He utilizes his hours to complete advantage by thinking at odd times—when walking to and from lunch, waiting for a telephone call to come through, shaving in the morning.

Thorough. His work is complete when he turns it loose. It does not have to come back for further information, clarification, or revision of thinking. He has considered all angles and figured out questions others might ask, giving the answers in advance. He considers it a rebuff when a job has to come back for further working over.

Anticipates. The successful leader or executive builds the habit of preparing for the future. He salts away facts, figures, ideas for the future. He watches the trend of national events, business tendencies, law interpretations. The changing times find him ready for any eventuality. He has formed the habit of constantly looking ahead, of associating changes with his own organization, of having a red flag alert his mind long before danger strikes him or his group.

Dependable. A habit of delivering the goods on every problem, job, or assignment is cultivated by every good comer. He will not allow himself to be defeated on any project. If he has few failures and a long record of successes, his self-assurance increases, for success begets success. He knows that if he carries through each time, those above him will count more and more on him, putting on his shoulders more responsibility; hence, more pay and a well-cemented place in the organization.

Drive. The habit of drive is one of the distinctions between run-of-mine business people and topnotchers. The man who progresses in an organization drives himself more than anyone else. He pushes himself at top speed with no letup. The habit of drive and continuous pressure on himself helps him accomplish more and constitutes a good device in becoming successful.

Consideration. The habit of considering others needs developing by some, while to others it comes naturally. Business is so all-absorbing, your work counts for so much, that you sometimes become completely engrossed in your objective. The tendency then is to forget the people around you, both at home and at work. That is a mistake, for people are the cause of your success and failure. The old I-you-you-me theory expounded by Professor F. Alexander Magoun of Massachusetts Institute of Technology works with dividends or punishment in business. In other words, I react toward you as you react toward me. If you treat me with consideration, I shall do the same for you

and repay you with loyalty. So build the habit in all dealings involving the other fellow's interests, feelings, aims, etc.

Orderly Mind. Mighty few top-flight men are fuzzy-minded. They are clear thinkers who analyze well and put together the right answer. You must develop an open mind, but it must not be so open that all sorts of thoughts buzz around inside and it is impossible to select the right one. You will generally find, too, that if you analyze completely, take apart all possible solutions, you can weigh each in its proper perspective and come out all right.

The old idea of making your mind "a file and not a pile" is good. If you flippity-flop from one idea to another or crash on through rather than think it all out clearly, you will not go far. The orderly mind habit is one of thinking straight, of remembering essentials, of skimming over junk, of picking out the important aspects of anything.

21. Protect Yourself by Writing

Inertia, a nice word for laziness, is responsible for the failure to write down data in business. Topnotch businessmen, however, are great for written records, not complicated charts or graphs, meaningless statistics, or stenographic, word-for-word minutes. They use writing as a tool, a means to an end. Writing is a backer-up and a checker-up. It helps to keep details straight, assists in analysis, prevents mistakes.

Good businessmen dislike red tape, and they chafe at delay. They want action, results. Even so, writing is undertaken because it is useful. Therefore, those of you who are determined to work your way up will do well to consider the utility of written matter and will show wisdom in planning your own written records as you come along. Writing takes time; it is a bother, especially records which must be kept currently. You have to fight a desire for remembering rather than writing. On the other hand, you can go to the extreme of making pretty records a fetish and of loving figures for the sake of figures rather than for their usefulness, but if you keep in mind utility, you will be safe.

Write Out Problems and Plans

As discussed later in "Put Your Ideas Across" and "Rehearse," writing out problems helps to clarify your thinking. You sometimes wind up with an entirely different answer from your preliminary conclusion, largely because you do a more thorough job of thinking.

When you write you do a better job of analysis. You reduce your problem to facts and figures so that what may sound hard or, conversely, good on the surface takes on a different hue in black and white.

In written matter you can more easily set aside your thoughts for later review. When you put your writing down and review it in the cool light of another day, you may be horrified at the conclusions which the heat of a problem elicited from you. You are more likely to see as others do on another day.

Sometimes if you write out your ideas and send them in to the boss, it helps. He does not like to be pushed at one sitting; furthermore, he is no mental giant—new angles take time for absorption by anyone. If you try it on him verbally, then some single objection may loom as overwhelming; whereas, if he saw it all in writing the cons might subside in importance.

Some jobs take a personal explanation, and you will generally have to do your final selling job personally, but a written preview helps get the ball rolling.

Writing Saves Time

The size of your organization or of your own particular bailiwick influences how much or what you put down in writing. So judgment naturally enters in.

If you have a number of points accumulated and you want to discuss these with the boss, it is sometimes useful to drop him a note in advance about what you want to go over so he can do a little preliminary thinking too. Then, if he is set, you can obtain a decision more readily.

The same goes in a get-together with any other people with whom you do business. If you forewarn them of the subjects for discussion, they can dust off any data they have and save time instead of searching for it while you are there.

Reliance on memory is frequently overdone, mostly because you dislike writing down. You have assignments from the boss.

While he is talking with you, he may discuss more than your assignment. Then, after he is gone, you are not crystal-clear as to just what the old man wanted, so you may approximate and have to do the job over or you may have to check with him again. Worse than that, you may forget altogether. Had you taken notes as he spoke to you, you would have been all set the first time. Instead, you have fuzzied up a job and lost some ground in the estimation of the man who counts.

Take Notes

Lesser lights in an organization sometimes poke fun privately at the way top men take notes. Executives with their broad experience are actually setting an example that it behooves others to follow. One leading executive keeps a black notebook, pocket-size, with him all the time. In it he jots down thoughts as they occur to him, reminders of one sort or another, points he wishes to discuss with his men, improvements, etc. Another, a factory manager, always carries a batch of three- by five-inch slips of paper on which he jots his notes, one to the slip. In his office he sorts these out and goes to work on them, acting on each or slipping it into his work organizer for discussion with his staff. These men have a great deal more ground to cover than most of us, but the point is that despite their capacity, they take no chance of forgetting a single item.

Write reminders so that you will not forget. These are really guarantees of action, assurance that you will follow through and not forget. Put notes where you will be sure to find them—in your bill fold or pants pocket—any place where they will not be detoured to the cleaners. A pocket notebook is really the best device if you can develop the habit of opening it when you get back to your job.

Always take paper into a meeting, conference, or talk. Points come up that you should remember. Perhaps a piece of factual news will come out, and you do not want it garbled. Ideas may

be suggested that you will want to adopt for your own use. One of the discouraging sights is to watch a group of minor supervisors in a conference or meeting—say a safety conference, a human relations conference, an educational meeting held by the company, a talk given by some outstanding businessman. The number of note-takers you can count on the fingers of both hands, no matter how large the group, but you can bet your bottom dollar that those who are taking notes will get the most out of the meetings. The rest will say, "Fine conference!" But they will come out with a batch of hazy notions or a few choice jokes which will soon go by the board. They will return to their companies saying what a lot of good they got out of the sessions, but that is so much rubbish. The inspirational, revival type of sessions lasts in effectiveness for only a short while.

Memory Is Undependable

Psychologists could tell you all sorts of stunts to show the unreliability of a man's memory. Five witnesses of an accident will give five different versions of a crash. Pictures studied for a short length of time and then taken away result in ridiculous accounts of the picture. Figures are particularly difficult to remember unless you can associate them with a well-known date, a combination of numbers, or some known number. In a history course, the method of computing the Christian era, worked out by Dionysius Exiguus in A.D. 532 was pointedly brought out and written on the blackboard. Examination figures ran everywhere from A.D. 250 to 870, with no rhyme or reason for the dates.

In business you cannot afford to guess. Figures represent costs and data on which decisions are made. They must be right—they must be written.

You are not ignoring your memory when you write facts

and figures down. You are backing it up as a double check in case of any slip-up.

Develop Good Records

In days gone by, the supervisor kept all blueprints, figures, inspection data, records of all sorts in his head. The company depended upon him solely, for he was the only one who knew where everything was, what steps had been taken, who was responsible for what, etc. But he hurt himself without knowing it. He became so valuable in his work that it was hard to move him along. Replacement was difficult. Furthermore, he was not infallible; he made many more mistakes, with all of his years of experience, than if he had had written records. It also made the training of an understudy an inefficient, unnecessarily long-time job. He had to absorb the boss's knowledge, as he divulged it, a spoonful at a time.

Accuracy is necessary today. A shortened training time is an objective. Promotion from within is the aim. Written records of everything possible must be scrupulously kept: employment, pay roll, costs, machinery, sales, inspections, replacement parts, stores, all the vital statistics in any line of business.

The supervisor whose records are in good shape, who can pass these along with a minimum of explaining, and who can refer to them with the assurance that they are right will be looked upon as an orderly manager who can move along.

Use your head in developing written records. Add helpful statistics of your own that will cut down repair and maintenance, save you embarrassment, increase the efficiency of your job. You can make a name for yourself by the very records you keep as long as you are guided by the principle of utility. Here is an opportunity for initiative and independent thinking which does not await any involved approval. You can do it on your own.

Prepare for Meetings

One of the best textile executives is known for his orderly conduct of business; the efficient, speedy way in which he dispatches his work. For any meeting in which he is to take part, he writes out questions he wishes to bring up. He outlines points he thinks worth while or subjects which should be discussed. When the time comes, he has that list at hand. At the meeting he strikes through each point or question after it has been completed. He uses his writing to make sure that nothing escapes him. When the meeting is over, his notes are scratched through and he knows that all points have been covered.

You should go into every meeting of which you are a part prepared to get something out of it and set to make some contribution. Writing your points down will help assure you of attaining your objective.

For your own selfish interest, this writing and general orderliness of thinking, the desire to contribute and derive benefit will boost your development.

Confirm in Writing

Business is subject to many intentional and nonintentional misunderstandings, mostly nonintentional. As a matter of fact, when an agreement is distasteful, it is easier to misunderstand or forget when dealings are verbal. Mainly, however, it is the nonintentional misunderstandings that writing helps to avoid.

When you put the statement in writing—your interpretation —then, if you do not receive a protest or correction in writing, your concept stands approved as written.

Those who become addicted to memorandum writing at the slightest pretext become a minor menace, but memoranda for the record do not come in that category.

Smart executives confirm oral agreements, instructions, and understandings in writing when they return to their offices. They do this for a number of reasons: the fact is impressed on

the other party; it is a reminder to both; and the executive can slip his copy in the "tickler" file to come up for follow-up and further checkup as to progress at a future date.

Even if you have no stenographer, make sure that you make carbon copies; it is indicative of the original memorandum having been sent and is good for checkup use. A further value of the carbon copy and of all written records is for reference purposes. Suppose you have pointed out a defect and requested that a repair order be issued. You check up and are told that it has been done. Two years later the machine breaks down. An investigation shows that it was the defective part about which you have complained. The files reveal your copy of the memorandum, and you can go on from there.

Although writing takes extra time when you can ill-afford the lost minutes, you will find that written data are a valuable aid. Take these extra minutes, sacrifice something else, but "put it down in writing."

HIGHLIGHTS OF "PROTECT YOURSELF BY WRITING"

Write out problems and plans

Writing saves time

Memory is undependable
Let the other fellow prepare for your meeting

Take notes

Develop good records

Make sure they are useful
Well-organized work prepares you for advancement
Records give you recognition

Prepare for meetings

Confirm understandings in writing

22. Keep Your Promises

KEEPING promises is an obvious principle that seems to warrant little attention. But those in business have so much trouble with broken promises and top men so desperately need men on whom they can count that the various circumstances surrounding a man's promises are worth investigating.

You disappoint and aggravate every time you fail to keep a promise, even when extenuating circumstances are evident. Any leader in an organization wants to know whom he can count on. It comes back to the problem of checking up on the recalcitrant members of his organization who do not deliver on time. The same is true when you let down any member of the organization—they do not want to be pushing you all the time, and they feel that they should not have to.

Promise Keeping Marks You

Dependability is a kind of promptness. Even if you are slow, a promise delivered on time is better in some respects than a job done more quickly but still delivered after the time promised. When you promise, people begin building on what you have said; they count on it.

Promises fulfilled characterize the true leaders and prospects for promotion. They signify how well you are on top of your job, how well organized your work is, and how orderly you are. If you attack your problems promptly and follow them through, you will generally keep your promises.

Protect Yourself before Making Promises

When you think more about the person who is asking for the promise than you do about involvements of the job itself,

you make a big mistake. You do certainly push aside jobs when the boss needs help. But you must still bear in mind what his job involves; otherwise, your promise is misleading.

Before promising, consider what backtracking you may have to do. Make sure that your promise will stick and that you will not be compelled to "Indian give." This is related to growing tough-minded and making sure of your ground before you give.

Bear in mind "contingencies." Whenever contractors or engineers bid on a job, they allow themselves so much for "contingencies," such as price rises, bad weather, etc. Allow for unexpected interruptions or holdups.

Time your job as accurately as you can. Take into consideration the difficulties involved and what you may find in the way of obstructions before you make any definite commitment. Generally speaking, you should have a pretty clear picture of all possible complications before you agree or go out on a limb.

Be Careful in Promises to Your Subordinates

Sometimes promises to subordinates are the most important of all. Your boss can "raise sand," your associates can do likewise, but those who work for you are in a spot—and sometimes they will directly or indirectly "raise sand." Worse, however, they will build a case against you until the morale of your people drops to zero.

Watch your promise timing here especially, for if you have a group of people it is mighty hard going around to everyone individually and explaining any delay. You do not want to stall —the worst thing in the world—but you are entitled to a reasonable allowance of time before you give an answer. If the promise involves a check with high-ups from whom you may have no assurance of quick action, then a time allowance is especially desirable. Your boss will back you up if you rush

him and tell of your commitment, but why put him on a spot? He sees no reason why you should be pushed around rather than give him a decent period for study and personal check with others. And he is right.

Rather than make a definite commitment on the spot, it is often better to make some such statement as "I'll see what I can do and give you an answer a week from today" or "I shall check into this, but it will take time, and I shall let you know as soon as I possibly can."

If you can study the involvements, check with the top men on your ideas, and still earn the reputation of keeping your promises, you are doing a good job.

Your Boss Wants a Definite Commitment

An executive cannot be satisfied with mediocrity. His standards must necessarily be set high so that he can work toward the very best from everyone. So he probably sounds unreasonable, but not so far as he is concerned. Nine out of ten leaders in business would not think of asking for what they would not or could not do themselves.

Your chief is very likely the sort of fellow who pushes—and hard. He wants to get things done—that is his job, his responsibility. Your job is working with him as well as you possibly can, but there is no point in being awed by his rush or hurry. You want him to have what he wants as promptly as you can get it to him, but the wisest course is to consider the job coldly.

If your timing is accurate and you give your promise based on that timing, plus contingency, then deliver as promised. Your boss will appreciate the job and the promise in the end. He has your word and he knows that he can count on the job. He may complain and even try to get you to cut the time if he needs his results sooner, but if you have done an accurate job

of calculating, you can, if necessary, show him why it will take so long.

What do you do when he says, "I want this tomorrow at ten o'clock," and you know the job will take at least two days? Again, suppose the job is equally impossible, and he says, "Please have this ready for staff meeting Thursday." Only your unreasonable executives will take that slant, but there are some of those. If you cannot possibly do it by yourself, but someone else could take part of it, get the boss's approval of additional help. If you cannot under any circumstances complete the job as ordered, try to lop off certain portions or have an understanding with the boss that what he will get will not be complete but only an approximation. This agreement reached beforehand will prepare the boss for the shape in which the assignment will reach him, and he will not be disappointed.

The easiest course at the time is to say you will do it, and let it go at that. But you will have far more sorrow than if you warn him beforehand of what is likely to happen. In the best interests of everyone, you cannot afford to be intimidated into a false promise. If the timing he stipulates looks out of the question, quietly inform him that it can't be done within that time limit. It is even dangerous leaving yourself an out by saying, "I'll try to get it done by tomorrow, but I doubt if that leaves enough time." Then he half expects it and is still a little disappointed when you do not "deliver." If you tell him that you will see what you can do, but it looks as if three days will be more like it, then he does not expect quite so much.

Be especially wary of definite promises when your work involves someone else. That someone may not be available, may not be willing to help, etc. You may have a selling job which will take considerable time. For these, try to leave yourself an out rather than make a definite commitment—the third party may change the timing altogether.

HIGHLIGHTS OF "KEEP YOUR PROMISES"

Leaders fulfill their promises

Be sure before you make a promise

Think of the *job* involved, not the *person* making the request
Allow yourself adequate time—set up contingencies
Time your job accurately

Watch promises to subordinates

Give a definite answer to the boss

Make sure the boss agrees with you on timing
Be careful when your promise involves delivery by others

23. Earn Respect

EARNING respect is a basic requirement of those who succeed in management. You can afford to have people dislike you, but when they have no respect for you, that handicap is practically insurmountable. Your only devices are force and fear, the tokens of dictatorship, not leadership.

If you have the respect of those around you, your work is much easier. People follow you willingly because they respect you. They seek you out—proof that you have gained their respect. They want your suggestions or your help. Your "selling" job becomes a snap, for they believe in you. Before you win respect, people have to be shown, especially if they do not want to do what you propose. If they feel that they know as much as you do about the subject or that you are full of hot air, your job is difficult. Even if you have direct authority, those working with you will perform their tasks lackadaisically and do just enough to get by.

That is why earning respect is so important that it merits special consideration. It is worth while examining what you need so that you will earn respect on your job, in your company, and among those with whom you work.

Be Right

The trouble with most people is not ignorance but rather feeling certain about so many things that are wrong. Accuracy is the problem. Some of us are bullheaded because we want something. It is not that we are certain of being right; we just want to do because we feel like it or because we committed ourselves in a snap statement.

Accuracy is a necessary and a concomitant factor in business. One aid is double checking. Go back over your facts. Check with others. Add those figures again. Read over what you have written. Make certain that what you have is right. Don't allow yourself to be pushed to such an extent that what you have is a fancy guess. In business dates, statistics, records, facts must be straight.

You make a reputation by your accuracy or your inaccuracy. If you are always guessing, people will not even bother asking you. Specific facts, like the number of employees in your department, the day's production, the number of machine breakdowns in the past month, must be right. Head men go to those who will give them the right answer. They cannot afford to take chances with facts.

What you say in ordinary conversation tends to build respect or disrespect. How careful are you of making sure that what you say is absolutely correct? You are often tempted to make broad, sweeping statements without definite proof, especially if you want to make a point. Measured statements promote confidence and respect. Understatement is preferable to rash guesses.

Be Reserved without Being High Hat

"Dignity" is a misnomer for what we are actually shooting at because it is often associated with anyone who walks with his nose in the air. That is no way to arouse respect. "Reserve" hits closer. Sometimes companies go on the outside for supervisory and executive possibilities because prospects in the company are too familiar with the folks in the organization.

Understand once again that anyone who has ambitions for supervisory work must make certain sacrifices. One of the hardest of these is giving up or avoiding close friendships with people who work for him. That other members of the department sense favoritism is only one reason for ducking close

friendships. His job is harder when he has friends, for a man has difficulty remaining objective in his management when he personally likes certain of his employees. So if a man aspires to leadership, he will be wise to practice reserve. A few men can have special friends among their employees and get away with it, but most have difficulty in managing those with whom they are very close.

Reserve does not at all infer going off in a corner and not associating with one's fellow workers. No, indeed! A most worth-while and important responsibility of leaders is knowing the people they work with. Have lunch with them, go to ball games, visit back and forth in homes, but do not single out a few and be buddies. It is more the keeping of your likes and dislikes in "reserve."

In this connection, the smart one steers clear of horseplay or practical jokes. This sounds absurd, perhaps, and it is true that numerous wacks settle down as outstanding leaders. In business, however, tomfoolery puts two strikes on you. Business is a serious sort of thing, and men in authority are just a little leery about giving responsibility to those who do not seem to have grown up. They unfortunately remember a hot foot or a cartoon years after the deed is dead and buried. So practice reserve in your business relationships.

Be Fair

Some of these traits may seem like preaching, but they are all important in the process of earning respect. Respect ties in closely with earning a "rep," and one of the finest "reps" to gain is that of being fair. If those with whom you are working sense that quality in you, they will be that much more willing to work for you. Fairness is a long step toward gaining respect.

As mentioned before, boss men do not at heart respect yes men. Such "oilers" may fit in with the boss's vanity, but he will in the end much more appreciate a hardheaded but fair man.

A man whose thinking is governed by the correctness or rightness of a situation rather than by what so and so thinks will in the end earn much more respect from those in authority than the man who yeses the boss's every statement. Of course, since the one you are dealing with is the boss, he may take extra-special handling, but we shall take that up in more detail later on.

The key to fairness is to be governed by the merits of the situation rather than by what people want. Put personalities out of the picture and think in terms of the object. It is like two diametrically opposed salesmen who call on you: the one you may have to divorce entirely from his charm and likeableness to get a fair picture of what he is handling; for the other, you may have to restrain a tendency to take the obnoxious squirt by the scruff of the neck if you are to give a fair hearing to his product.

Firmness Gains Respect Quicker than Likeableness

A man who is consistently firm is much better than any of the following: a mean, tough man; a kindly man who does not want to hurt anyone; a namby-pamby who cannot make up his mind; one who is easy one day and hard the next; a man who aggressively tries to please everyone. The mean, tough man controls by creating fear. His people work hard as long as he is near, but they hate him and would gladly do anything to get rid of him. He puts emotion into his management. The kindly man who wants to hurt no one eventually loses respect since he cannot get anything done and takes no firm measures. The namby-pamby who can see all sides of any question and cannot reach a decision loses respect since people are unable to get any answers. Those who work for you expect action and results. They do not want to be left dangling without decisions. The man who is easy one day and tough the next has his people in an uproar since they never know what to expect. He may blow

up over a triviality and the next minute let an important lapse go as if nothing had happened. No such man can hold the respect of those who work for or with him. The last man, the one who tries to please everyone, finds himself in an impossible situation. If he is aggressive, he is bound to displease someone, and what he does for one will then be expected of the rest. It is obviously the aim of good management to keep everyone possible satisfied, but that is quite another thing from pleasing everyone.

The firm man who sticks by his policies, holds to the middle of the road, and shows no favorites can be counted on to act when things go wrong. He is the man whom his fellow workers and employees will respect. They do not want a softy, they want a leader who has backbone and guts, one who will be consistently firm, not hard or mean. It all makes sense: part of the security that most workers seek is in having the right to expect firm, fair treatment.

Be a Man's Man but a Clean One

Dirty stories are all right in their place, but mighty few people have the art of telling one without making it sound smutty or crawly. The trouble with most raconteurs is that they come from rather decent families so that it is largely when they are with "the boys" that they run across stories. Thus, they are not adept but, in fact, half-embarrassed when they tell them. Somehow, if a story is not genuinely funny as told, the teller loses the respect of his listeners. There is another angle, too, for executives and would-be executives: fellows expect the boss to be a little better sort of man—oh, not a goody-goody—but rather one whom they can respect. They will probably laugh at his stories a little louder than they will at better stories told by someone else, but they may not mean it. Probably, they think nothing of it, but the boss should be beyond any sort of reproach or reflection.

An organization, or at least departments within the organi-

zation, resembles a small town. People come to know one another well, so well that the favorite subject of conversation is, as usual, other people. Scandalmongering may not be malicious, but people are on the lookout for any juicy morsels. This becomes particularly true when any number of women work together. Any innocent "lift" home, tête-à-tête, or noticeable attention is subject to twisting. That is all the more reason why those who aspire to any growth in an organization should be especially careful as to morals; it is amazing how people in a company put two and two together, even though they sometimes scramble ten out of it. To gain respect, one must be scrupulously clean in his morals. Where a supervisor is known to be carrying on with anyone inside or outside of the department, morale in the department goes to pieces. If it affects a man who is being considered for promotion, management will probably pass over such a candidate. Misguided are those who think they can get away with excessive drinking or affairs with women. Not only do people know about such things, but they even know about them when they do not happen at all. Not only is this ruinous as far as employees are concerned in consequent loss of respect and discipline, but sooner or later top management inevitably gets wind of it. No company can afford to have a rake in an executive position. This is so strongly felt by management that such lapses can suddenly or eventually lead to summary discharge.

Everyone respects a man who will criticize another to his face and who does not backbite. Picking at people behind their backs takes no courage. Nor does it require any special ability, since every single person has many characteristics subject to criticism. Some people think that it is smart to analyze another's faults, but it requires no talent. Furthermore, the man who is listening may very well wonder what you may be saying when he is not there. Although there is no call to be a mealymouth, it is better to speak well or to say nothing at all. Criticizing

people, like sarcasm or cursing, is merely a habit and one to be broken if it has already developed.

Earn the Respect of Women

Working with women requires considerably more finesse than working with men. More women are introverts. They are likely to notice personal actions and attitudes; consequently, they read into actions and words many unintended tones. They take things much more personally than do men, are more easily hurt, more prone to gossip, and frequently tend to be more jealous. With that in mind, the above applies doubly in instances where one works with women.

Keep strictly impersonal in dealings with women. Bend over backward to be fair and absolutely impartial. Make sure to pay no special attention to anyone and keep away from them unless it is strictly business.

On the other hand, do not let them "get" you. They will get huffy and cry. Be courteous and make sure to give them nothing to resent either as to what you say or the manner of saying it. If they are upset, let them get it out of their systems. Do not make the twin mistakes of worrying or hemming and hawing. Women admire and respect decisiveness. Find out what is right and then do it. They will get over any current annoyance as long as their feelings have not been hurt.

Be Known for Your Principles

No one admires a weak man or respects a crooked one. Oh, it is true that in some companies "Mr. Big" likes to have people fawn over him. A weak character who panders to the boss's whims may get into an executive position, but no one will respect him. Even the boss will only tolerate him and will ordinarily not consider him for responsible positions. The crooked man is feared by his employees and distrusted by everyone. They all know of his sharp practices, his twisting

the truth, and they will be eternally suspicious of him. Such a man can never command true respect.

A powerful force is to act according to one's environment, and it certainly makes sense. That does not apply to principles, however. Stick with your principles, regardless of associates or superiors. It makes you no better to join in because someone else is a sharp dealer. Where principles are lax, the straight shooter may be sneered at but he is respected. Moreover, when one is known for being straight, he is likely to be pushed ahead mainly because everyone can trust him. It pays to retain strong, straight principles.

HIGHLIGHTS OF "EARN RESPECT"

Be right

Then people will willingly follow you

Be reserved but not high-hatted

Remember that you must make sacrifices

Be fair

Favoritism kills respect

Be firm

Men and women respect firmness

Be a man's man but clean

Be known for your principles

Expediency winds you up in future trouble

24. Attack

The best defense is a good offense in business just as in sports and in war. Business is necessarily an aggressive game. When you sit back and rest on your oars, the other fellow keeps rowing and eventually wins. More businesses fold because of a defensive type of thinking and acting than because of any mistakes. Leaders in the organization create an aggressive, attacking attitude and those same leaders are on the lookout for comers with a like viewpoint.

A Defensive Stand Is Weak

If you are a supervisor in a medium-sized department and have a constant procession of grievances, something is obviously wrong. If you sit back and wait for the grievances as they come, you will always be in a hole. You absorb too much punishment, even if you succeed in settling the great bulk of grievances in such a fashion. Your big job is finding out what causes so many grievances. It is all too easy to blame "women" or a "few rotten apples in the basket." These may have a bearing, but somewhere *you* are falling down on the job. You are spending too much time finding answers. You should be out in your department anticipating problems and figuring out steps for remedy. If all grievances come from a sorehead, work on the individual; see what is wrong with him before he concocts another series of grievances. Change his attitude, bring some of your own problems to him, get him to see the other side, take time to talk things over with him personally. But don't make him a big shot and kowtow to him, although that may be just what his frustrated self-importance wants. Somehow, you

must take the offensive away from him. If your grievances are due to run-down conditions, if you can analyze them and see any pattern, get on top of your job and take care of them at once.

If people must be prodding you all the time about your work, something is wrong again. You are not on top of your job, are not anticipating questions, etc. You may, furthermore, be on your way out. So take hold, do your work promptly, and figure out the answers to questions before they are raised.

When you make a mistake and take a defensive attitude, you only weaken yourself. The time you take alibiing could better be spent by working on a worth-while job to erase the unfavorable impression. If you simply acknowledge responsibility, the chances are that your error will be forgotten. You can sometimes make capital out of a mistake by the way you rectify it; for example, if you make outstanding improvements or additions, the original fault will be forgotten.

If you see anything going wrong in your department and sit back waiting for a complaint, you are not managing; instead, the department is running you. Wade in to the attack. If the people are having to work extra hard because of the way material is running, don't avoid them and hide in the office. That is the time of all times when you want to pitch in and help—people are much more likely to understand and be patient. You increase their respect for you when you are aggressive rather than defensive.

Set High Standards for Yourself

You will be more aggressive and get more accomplished if you expect more. Those who expect mediocre performance generally get it. When you have high standards and insist on attainment of these standards, you gain respect, even if you do become a moderate sort of driver. If you insist on those standards for yourself as well as for others, you will receive little

criticism. High standards of accuracy, quality, thoroughness, and achievement give you a goal to attack. With a definite bogey, you will be more aggressive, more sure of what you should attain.

Dissatisfied people, except for cranks, generally get more than the contented ones who take what is given them. If you have high standards, you will be more offensive-minded and more prone to go after what you feel you have a right to expect. So insist on better-than-average work for those around you—and from yourself.

Keep Trying for Improvements

A reputation for aggressiveness is good, but do not stretch the point. When people think of you as aggressive, they are more expectant of what you do and less shocked by your requirements. The same goes for what you try in your "attacks." If you are always experimenting, if you always have some new stunt in the hopper, if you are up-to-date in your thinking and actions, you will be a delight to your boss and a source of admiration to your men. Screwball stunts are taboo—your innovations must be installed with definite practical objectives, and if you keep trying them, a number are bound to bear fruit.

You keep yourself and your organization forever on tiptoes by wanting different and assorted ideas tried out. Your whole group becomes interested, if you are, and the work mushrooms out. On the other hand, if you sit back cautiously and wait to be pushed, you become a deadhead to all concerned. Your game is the offensive one that gets results.

Watch Out for Your Interests

Others, even those directly over you, have too much on their minds to be concerned with all your interests. They cannot protect you from all encroachments or impositions by others. You must protect your own interests by your own aggressive-

ness. If you do not bother, you will be pushed around and gradually reduced to a meaningless type of work. The nice, agreeable, placid folks find themselves in clerical jobs, far from the scuffle of competition.

If anything is wrong, buck it. Your boss has a keen sense of justice and will help you if you put up a scrap in your own behalf. When a man takes over work you think of as yours, he must not get away with it. Some will try anything to build up their own jobs. Call the shot at once, and if the fellow will not see the light, take your case to the top.

On the offensive end, use your initiative within bounds. If a job is to be done and no one is around who can approve and you are sure of the right answer, go ahead. Volunteer for jobs—offer to take them on. Sometimes the boss is merely not quite sure who should handle the job. See that you get it, if possible.

When openings arise, do more than quietly sit by. Frequently, those in authority debate between various candidates, and the answer is not clear. You do no good by just asking for the job—you are probably under consideration as it is. Your task is to show that you can handle the job and that you are the man for it. Work up a story of your qualifications, and your aggressiveness, plus the demonstration of self-confidence and salesmanship, may weigh the balance in your favor.

You are bound to "take up for yourself," and the best method is still by attacking rather than by trying to defend yourself. Sometimes you can trap someone by temporarily lying low, but generally the offensive is what counts.

HIGHLIGHTS OF "ATTACK"

A defensive attitude is weak

Be on top of your job rather than pushed around by it
  Anticipate problems and act
  Work promptly
Acknowledge and correct mistakes

Set high standards for yourself

Be dissatisfied with yourself
Insist on top performance from yourself and others

Keep trying for improvements

Watch out for your interests

See that you get what you are entitled to
Use initiative on your job
Speak up

25. Be Impersonal

Those 110 businessmen and women who were asked to write, anonymously, what each felt was holding him back answered as follows: forty-five felt they were too easygoing and too lax in discipline; eleven were too sensitive; six were too easily persuaded; five showed partiality; five were unable to say "no"; one was too personal with the workers. Most of these answers came from people in supervisory positions. Although each gave a number of reasons why he or she felt unable to get ahead as fast as desirable, a noteworthy proportion of answers, as seen in the above, revolved around failure to be impersonal.

Dealing in personalities is treading on dangerous ground, but many people in business appear unconscious of the reaction they set up in others. They talk to a man about his character, joke about his appearance, criticize his attitude, or in other ways hurt a man's pride.

As stressed earlier, a man generally has considerable respect for himself, and rightly so. When you hit at a man's dignity, you are offending a man's greatest love—himself. He is also most likely a believer in equality, at heart. He may admit that you are smarter, stronger, better looking, or what, but he will still insist on his right to equality of treatment. He does not feel that he should jump because you bark, that because you say something it is so, that you can in any way make a man do what he does not want to do. Men as a group would still like to be rugged individuals and do what they darn well please. So in business, the leader must take a leaf from the wife's notebook: she may lead friend husband around by his nose, but not for one minute does she consciously dominate him. (That is,

most women do not.) When you dominate, you personalize—it is "you" against "him." That is exactly what leaders in business must duck. They must be impersonal in approach.

Being Impersonal Helps You in Your Work

What is wrong with those businessmen and women who felt that they were too easygoing, too lax in discipline, too sensitive, too partial, too weak to say "no"? They personalized their jobs. They thought too much in terms of the other fellow or of themselves as compared with the other fellow. Personalities entered in: their own feelings, inability to say "no" because of not wanting to hurt others, too easygoing either because of fear of what others might say or because of not wanting to hurt anyone. Those who personalize are a minority, but a sufficient number exists to make it worth studying their difficulty.

Those who personalize are not altogether wrong. They should think of the other person's feelings, and they cannot very well ignore their own. Where they miss the boat is in making the *person* the deciding factor rather than the *fact*. They are bound to consider one's personal peculiarities and feelings, true, but once those are taken into consideration and salve administered to cool the hurt, it is the fact that counts, the fact that must always be kept foremost in mind, not the person. It is hard to get mad at a fact, but it is easy to become disturbed by oneself or by someone else. People are what bother, not a cold, impersonal, objective fact.

When you talk "facts," therefore, rather than "I want," you stand a better chance of getting done what should be done. You avoid annoying the other fellow with your own wishes. When you say "I want" or "I think" or "my approach," the tendency in an unsympathetic listener is to say, or think, "Who cares what you 'think' or 'want' or 'favor'?"

One approach is the compromise of bringing the other person into it and asking him, "Don't you think so?" This can be a

weak approach because you put him on the spot; he may not think so at all, but you have put it in such a way that he hesitates to cross you and may do it only to himself or may do it out of sheer cussedness. It is much better to ask, "What do you think about it?" or better yet, "This is one man's opinion and may be all wrong. What is the right thing to do?" This leaves the door wide open for honest disagreement or wholehearted approval and is done in such a frank way (if sincere) that your man will more likely be open-minded in his answer.

When you talk facts instead of what you want or what is wrong with the other person, then you stand a much better chance of overcoming a number of serious problems. For instance, if you are dealing with a man who is considerably older than you, no matter what your age, he may think of you as a young pipsqueak. In so doing, he is likely to feel hostile, superior, critical, or almost anything else, what with his years of experience. But if you talk in terms of facts rather than personal opinions, then you stand a much better chance of establishing the point. The same holds true when trying to put something across to a man of considerably greater experience or in dealing with your superior. Facts will keep you in the groove without ruffling either of the gentlemen.

Once you are thinking in terms of facts rather than wondering whether someone will do what you ask, then you can concentrate on whether the fact is right. You think of good, objective reasons why the machine should be moved, the working hours changed, the method improved. It is not a conflict between *your* interests as opposed to *his* interests.

Now none of these leads is a complete panacea, and you will still run across those who refuse to do because they don't want to, are ornery, "thick," or feel it will hurt them. Such resistance is present in some shape or form everywhere, so you must consider personal factors and think along with a man's personal feelings, as mentioned previously. The important point, how-

ever, is that, if you can have as your rock foundation the objective fact, then you can put more punch into what you are doing. You build confidence in yourself and gain assurance by knowing that *what* you propose is right.

Practice an Objective Approach

Objectivity refers simply to emphasis on the object, fact, thing, project, or what have you. Opposed to the object is you, yourself—personalization. One-half of being impersonal is taking yourself out of the picture and concentrating on the object.

Sometimes people can be the object. If you can come to think of them less in connection with yourself and more as objects, you will start developing rapidly. You know how people vary, the different key needed for each. You are, therefore, bound to be objective and try different keys. The procedure is the same as that of a scientist experimenting with vitamins, trying one combination after another until one finally clicks.

If you are objective, you will not be afraid of getting "burned," of being turned down. You will merely try another approach and see whether that will work. You must be *flexible* in working with people, even as you must be flexible in having alternates for plans or projects so that you will not be defeated by one refusal. In dealing with people, it is smart to have several alternate approaches in reserve in case the first one does not work. For example, suppose you find it necessary to work on the Fourth of July and you need an assistant. In your company, the Fourth is always observed. You, therefore, have the job of persuading the man to give up his holiday. You are on work seriously needed by your company. The project is connected with operations in the factory. If it is not completed, a group of workers will have to be laid off temporarily. Your approach is: (1) emphasize the need of completing the job, (2) hit the dependence of employees on completion, (3) if necessary, show how your goods are needed, (4) if more force is

needed, stress the man's doing his part. And so it goes, with always one or two more shots in the locker to back you up in the object for completion.

Avoid a Conflict of Wills

If you happen to be strong-minded or weak-minded, in a position of authority, or in a position of subordination, in an advisory capacity—in no matter what—do everything possible to avoid a conflict of wills. If you do clash in that way, the man who loses feels frustrated and may feel bitter. He may try to figure out some way so that he will not "lose" again. The winner, on the other hand, has not convinced the other that his approach is right. He has only won the battle. And you sometimes win a battle only to lose the war, for you may make the other person an enemy, and he may sabotage you by not putting his best into the job. Please note the "mays," because it is true that you can have clash after clash of wills with no ill effect. Still it is not good, for best results come from enlisting wholehearted support rather than from compulsion.

Arguing is part of a conflict of wills. Another old saw which has an important place in business is that "No one wins an argument." The more you argue, the more you dislike backing down and the harder a reasonable solution becomes. Discussing is better; then you evaluate points to see which is the best rather than amass a battery of arguments. You confine the issue, agree on what it is, and then try working out a solution together rather than dispute whether *your* idea is better than *his* idea.

Keep Feeling Out of All Discussions

Being impersonal is especially necessary in disciplining or correcting. Some people are unable to discipline until they get angry. When emotions show, it is the same as if you put a chip on your shoulder and ask a man to knock it off. Feelings are generally contagious, whether they are humor, sorrow, or

anger. People are still in large measure similar in their responses to one another. So be cool and objective or impersonal in all cases of discipline.

Feeling does not belong in business; any sort of emotion becomes personal, that is, your feeling is transmitted readily to the next man. Business must be matter-of-fact, objective. You cannot deal successfully with others if you act upset. If you are habitually jovial, the result can be just as bad, for then people will not take you seriously and you cannot get anything done. For punch, business needs spark and fire, it is true; a man is not worth a great deal if he has no fire. However, the fire must be kept in control; let it steam a man into action rather than start a fire in the next man. You light a fire under him and get him going rather than "burn him up."

Watch What You Say and How You Say It

A natural tone of voice helps you in keeping impersonal. Some people, when giving orders, correcting, answering questions they do not like, etc., change the tone of their voice. That is immediately noticed by the other person and sets him on edge. So keep your tone of voice natural.

Your looks count, too. Look natural and friendly. Don't try to stare him down, look indignant, or wrinkle your brow—these are irritations concomitant with a conflict of wills.

The phrasing of sentences counts a great deal. The foregoing examples suggested what not to say. Keep the "I" out of it. That eliminates you, personally, and muffles possibilities of repercussion. "We" is sometimes all right if it is not worked to death. "We" brings in the other person and makes it a joint idea. "We" prevents a separation of interests. But do not make "we" phony; it must be a genuine "we"—what the two of you are really shooting for. The other man will instantly spot anything superficial or put on. Before using that technique then, be sure that it is real. "We" sometimes can be used to

indicate others who feel the same way you do; it can be a powerhouse expedient as a convincer for the other person, but is a little dangerous at times and sometimes is an escape hatch, recognizable as such.

Some people blame another person for the idea, project, or order so as to lessen opposition. Generally speaking, this is a weak approach. It makes you a messenger boy rather than a man who stands on his own two feet. Sometimes it is the way out of an awkward position, but you gain more respect generally by acting under your own power as long as possible.

You come down, finally, to the impersonal approach as fairest, less ruffling, and most likely to succeed. Leave out the "we," "I," and "you" as much as possible. You can use the objective or "neuter" approach as one way of being impersonal. You want to avoid getting in a rut as to method of approach, so vary the way you speak, the words you use. Otherwise, if associated frequently enough with unpleasant objects, a man will become conditioned against the words as well as against the person. A few phrases are mentioned, therefore, only as guides and for the purpose of stimulating thinking. "It would be better" is one approach. "It seems smart" is another. "The best method appears to be" is not dogmatic, is impersonal, and concentrates on the desirability of what is "best." "The right approach is" hits at correctness, and people like to be "right." "Under the circumstances, why wouldn't the angle be" admits that he might be right ordinarily, and he will like that; but it also asks him "why not" and that is always confusing, since it makes him give a reason for going contrary to the idea—generally difficult to do. It is so much easier simply to do.

HIGHLIGHTS OF "BE IMPERSONAL"

Personalizing is a common failing

Personalizing hurts
Personalizing antagonizes

An impersonal approach helps your work

Talk facts; it is hard to be angry at a fact
Facts help you
In dealing with older people
In disciplining
In selling

Practice an objective approach

Avoid a conflict of wills

Keep emotion out of discussion

Watch your tone of voice; keep it natural
Be friendly
Word your sentences carefully

26. Attitude Shapes Your Life

A HEALTHY attitude is an asset in business. Attitudes grow from experiences and thoughts, however, and change is not always easy. Your attitude is, roughly speaking, your feeling on any subject. Attitudes become hardened or fixed after a certain period of time so that even when experiences change, your attitude remains the same. This gets you into all sorts of difficulties, especially because your attitudes are not easily concealed. They show up in the expression on your face, your choice of words, what you think, and what you wind up by doing. Even when you are aware that your attitude should not be revealed, the feeling inside plays tricks in your expression or words so that your attitude is generally rather obvious. Setting up the right attitudes in the beginning is much wiser, therefore.

Build an Attitude of Confident Optimism

Optimism is a healthy attitude because a feeling that things will come out all right gives you incentive for working and trying. The only justification for pessimism is to prepare people's minds for an unpleasant or unsatisfactory result and thus to soften a blow. But pessimism, as a steady attitude, is bad. You get the reputation of a "Gloomy Gil Dobie," erstwhile Cornell football coach; even when he had championship teams, Gloomy Gil forecast disastrous seasons.

Develop an attitude of looking on the brighter side. Sourpusses make poor leaders; they are not at all inspiring. People like working with a winner who is always out there, cheerful, no matter how hopeless the cause. A worry wart has a negative

slant that is discouraging. Business is no rah-rah football affair, and a man must be realistic, but he should not be a gloomy gus.

Adopting a particular attitude implies some choice or decision on which side you take. You can feel confident in the good results of a plan. Because of previous failures you can more easily feel and reflect defeatism. Your job is to think confidently so that your attitude will reflect confidence. Otherwise, what chance of selling the plan can you hope for? And what sort of leader will you be?

A Healthy Attitude toward Your Organization Is Sound

Men with sour, cynical attitudes are difficult. They work under handicaps, looking for motives and double meanings in everything. They can see little good in the organization. They always point out favorable features in any other organization. They distress and irritate you. You can easily fall into the same attitude and even take delight in annoying people by what you say. It is not smart: either for a leader or for a man who would grow in an organization.

Policies and methods of one sort or another will never be 100 per cent as you would have them. Remember that you are part of the organization. As time goes on, you will have more opportunity to assist in making changes; until then, work with the present and have faith in your general organization.

The old saying is that you do not worry about soldiers so long as they complain, but watch out when they are sulkily silent. This is all right in moderation for business. Just be sure that you complain only to those who can do something about it and refrain from developing a critical attitude that sees good in nothing. Think about the good points, too, and talk them up. If you complain in general about everything and everybody, your attitude grows sour. Your own reputation suffers to a like degree.

Leaders in the organization count a lot on attitude. How you

feel toward the company guides your thinking and your actions. Those who feel that the organization as a whole is good, that its objectives are sound, and that its management is keen can help put those views across to others. You must build faith along those lines and work toward selling on down the line. Otherwise, you are half-sabotaging your own outfit, and your chiefs cannot depend on you.

Develop a Friendly Attitude

People feel your friendliness or your coldness. They will come to you with much more and be much more open if they feel that you are friendly. A cold man keeps their guard up, and they are careful of what they say. Your friendliness should be genuine and not for the purpose of trapping people. You develop an attitude of friendliness by your manifest interest in everybody. Men are like puppies—they like to be petted and to be liked. Otherwise they feel either cowed or snarly. The friendly attitude is the middle feeling as opposed to the pal angle. Your business associates all up and down the line should feel your friendliness, not your "closeness." When you are extra-familiar, they may be disappointed at any move you make contrary to their interests. If you are only friendly and show a disposition toward working with them despite contrary interests, they do not feel let down. A friendly, open attitude is easily developed if you can feel confidence in the people. And you should have reason for confidence. People will be decent if you will let them be and encourage them with your friendliness.

Take the Healthy View

The attitudes recommended here are positive. They aim toward "accomplishing" and "doing" as opposed to "obstructing." Keep that distinction in mind during your business career. Cynicism and criticism may be fashionable, but they can also be negative; as such, they only help your ego by showing how

smart you are. For your business development, they militate against you.

Another guide in forming healthy attitudes is the "team" concept, mentioned so often herein. Backbiting ruins team morale. Boosting and "bragging on" lift it. Your attitudes should point toward helping the team gain its objectives. When you all work together in a cooperative attitude, you are a member of the team. When you carry out the coach's instructions wholeheartedly, you are acting as a team member. Mental reservations or disregard of orders are ways of betraying the team.

Your fullest happiness comes in adopting the right attitude. You can see plays develop through your assistance. You can help change the attitude of others when you are feeling in the right frame of mind. Finally, your own satisfaction is greater because you like working for what you feel is sound.

HIGHLIGHTS OF "ATTITUDE SHAPES YOUR LIFE"

Sour attitudes come from warped thinking

They constitute a weakness in the individual

Build an attitude of confident optimism

Leaders must be confident of success

Gloom and discouragement are foreign to healthy leadership

Maintain a healthy attitude toward your organization

If you must criticize, make it constructive and directed toward those who can do something about it

Attitude has bearing on your development; the "grouser" is no one to build on

Develop a friendly attitude

It inspires confidence in you

Take the healthy view of working together

27. Put Your Ideas Across

One of the greatest difficulties confronting anyone in business is the job of selling his ideas. After all, this is a basic problem; ideas by themselves are worthless until put into effect. If a man is to go ahead, he simply must succeed in having his boss, his associates, and those working for him favor his worth-while ideas. The subject merits discussing at length, since it lies at the root of development. The man unable to put his ideas across finds himself solely an instrument of those able to do a better selling job.

Analyze Your Project If You Would Sell It

In analyzing an idea six main points should generally be written up, in the following order: (1) the problem, (2) alternate methods for attacking the problem, (3) your thoughts for solution, (4) advantages of the method you propose, (5) disadvantages of your approach, (6) conclusions—why to proceed with your proposal. All this is simply a logical approach by answering in advance the questions you will be asked. When you state the problem, you have an opportunity to put down just what it is so there will be no question as to issue. A first objection may very well be whether there is any problem worth bothering about.

The really important reason for stating the problem, however, is to give others not only the background but a statement of the problem itself. We work so closely with problems we forget that the boss or those in other departments may not have all the angles at their fingertips. They may not even know what has gone on before. The background story must not be ram-

bling; it must state facts clearly. Think in terms of how much those who read the story already know. Do not go into tiresome detail but supply enough information so that the reader has the entire picture. Background statements naturally vary with the importance of the idea and the degree of familiarity everyone has with the problem. Dependent upon the circumstances, the background includes one or all of the following: what has been done in the past, steps taken up to now, feeling in the past, and the situation at present. The background is not some ritual one goes through, a consideration of all circumstances; it brings others up to date and prepares them for your reasoning. It saves time and questioning.

Writing down your thoughts for a solution enables you to present them in a clean-cut way. Furthermore, if you eventually sell the job face-to-face, rather than by a written plan, the writing gives you a chance to rehearse what you are going to say and to see how it looks.

Alternate methods for attacking the problem are significant, for people may favor some other approach, and this leaves you more flexible. The disadvantages of each alternate should be clearly expressed since there are obviously reasons favoring the proposal you will single out. Thinking out alternates is also a good way for anticipating objections which might arise to your own plan. In other words, you have considered all possibilities and picked out the best one. This should be done in no haphazard manner; you should give careful attention to each alternate. Maybe it will help you with your own thinking, too, and in deciding which is actually the best method.

Write down carefully the advantages of your method, since that is, in effect, the marshalling of evidence to back your approach. The points should be written one under the other and clearly brought out. Disadvantages are worth just as careful consideration. Some ideas fail because objections have not been anticipated, and the notion is accordingly knocked in the

head. You have not thought it out and are unprepared to rebut, or perhaps the objections are strong enough to kill the idea anyway. A favorite method of selling is to bring out these objections yourself and show that, despite them, the plan is worth installing. This takes the wind so completely out of the sails of those who are to be sold that frequently they are in a much more receptive mood for your own method.

Write down a complete story of the pros and cons. Do not try to gloss over or to "oversell," or it will look as if you "protest too much." Moreover, extravagant claims have the unhappy faculty of bouncing back.

In stating your advantages and disadvantages cite figures, especially where costs are involved. The boss, in particular, must weigh costs; he has to be sure of what is involved. It should be as reliable an estimate as you can work out for him. If you cannot be sure of the figures and they are at best a sensible guess, make sure to underline that fact so that you will not be later held to your "guesstimate."

In your conclusions, summarize the various angles with reasons why your idea should be put into effect.

All this may seem like a lot of rigamarole for some simple thought, and naturally, in many instances, no detail is necessary. Reasons for writing, however, are sound. So many times, you get hot on an idea and want to burst out with it at once without thinking it through. The writing-down system will increase your batting average. It will also show those you approach that the project is worth while. When completely explained then, in all its angles, there will be less resistance.

Try Your Idea on Someone First

One of the smartest ways of assuring the success of your idea is to talk it over with someone first. If possible, talk it over with someone who has good ideas and who will listen critically. In no case should it be anyone who will have the final say-so

or anyone you want to sell in the last instance. For the idea of a tryout is to rehearse what you are going to say; to get someone's reaction beforehand; and to iron out any weaknesses in the proposal. Even if the idea must be talked over to a blank wall or to a disinterested person, the mere telling will be a help. You will have more assurance when you do your final selling job on the person or persons for whom the idea is intended. You will develop an orderly presentation which will also help you put across your idea. Furthermore, you may be so interested in the thought that you fail to see all of the angles, even when you write them down. A second party can see the problem in a cold, unbiased light. Finally, just in talking over the idea, it is astonishing how many more ideas you will get—sometimes as to the futility of going further with it, sometimes as to bugs which you can then eliminate, and sometimes as to further reasons for putting it through. A trial balloon is accordingly beneficial and should be launched whenever feasible.

Hit the Salient Points in Your Presentation

Good ideas sometimes die an unnecessary death because of poor presentation. One preventive of poor presentation is, of course, a clear exposition in writing beforehand. Another is rehearsal before final presentation. Still another is careful manner in bringing out points when you are finally discussing your idea person-to-person. It is a great mistake to beat around the bush before coming to the point. Worst of all is to go into too much detail. This conditions the listener against the idea, bores him, and may even confuse him. Show him that you have clearly analyzed the whole thing and help him to see it as you do.

Emphasis on key points is essential. One mistake of inexperienced idea-presenters is that they give equal weight to all phases of the presentation. Actually, you have to help the listener in his thinking by stressing the important points. Otherwise, objec-

tions loom as big as selling points. The following expressions carefully interspersed in the presentation sometimes help: "The key to the whole problem is . . . " "The most important factor is . . . " "The strongest objection is . . . " "Under the circumstances, this weakness will not hurt you because . . . "

Get Individual Backing before Approaching a Group

If the idea requires the approval of a group or must be sold to a group, the best method is to get the backing of as many individuals as possible beforehand. People act differently in groups from the way they do as individuals. If you know people, you can count fairly well on their reactions or attitudes as you talk with them alone. In groups, it is entirely different. Some people like to show off in groups and show how wise they are by bringing out "smart" objections to what you want to do. Then if they have ideas of their own, they may attempt to sidetrack your plan for one of their own. Whereas you might be able to win a man over to your approach in private, he may take it as a point of pride to debate the issue in public. Indeed, some groups take on a wolf-pack attitude of ganging up on anyone who attempts to present some new idea. This may occur in groups of two or ten; the number makes little difference in the overgrown-boy tendency to take sides.

Another consistent tendency of groups is diametrically opposed to a ganging-up tendency, that is, a sheep approach. One can get people in a group to do what few or none would do as individuals simply because they often swing along with the attitude that seems to express the group. They do not want to go against the group opinion. This is not always the case, but if you have a few powerful friends in court beforehand who rise to back your ideas, the group will frequently swing along as the correct thing to do. Under such circumstances, after a rehearsal, it is sometimes worth while talking over the idea

with one or more individuals who are in a position to help sell the plan to a group. This sometimes works to good advantage whether the group constitutes subordinates, associates, or superiors whose approval is necessary. This does not involve anything underhanded nor any approach which might bounce back, for there can certainly be no objection to going over details of a plan with individuals before a group presentation. It is another means for assuring acceptance for what you propose.

Know Your Customer

Although the value of an idea in and of itself should ensure its acceptance, people do not always go according to the merit of a plan. A number of factors may defeat your idea, even if it is worth while, and the most powerful obstacle is often the person you want to sell.

Unfortunately, all types of people run or influence the running of business—emotionally unbalanced and consistently even-tempered; jealous and tolerant; small-spirited and big-spirited; selfish and unselfish; pigheaded and open-minded. Character and temperament have great bearing on success in business, but as an entity, business has only begun digging into the type of person needed for various positions. But more of that later. Since people are what they are, the only sensible viewpoint is to take them as you see them and try to work with them.

If the boss is allergic to change, minimize the change factor involved and emphasize the points in which he is interested—costs, better personnel relations, or an accomplishment which will reflect on his good management. This is no treacherous slant; you assume that your idea is worth while, you are sure it will work, and the net result is for the good of the company. Then the important thing is getting it put into effect. It just makes sense to sell on the points in which the customer is

interested, even though you have other reasons which make it equally worth while putting into effect.

Since few ideas are truly revolutionary, one of the frequent objections is that something similar had been tried before, when the outfit was "burned." Here, it is necessary to stress the difference in your method so that there will be no recurrence of failure or to emphasize the changed times or circumstances which make this trial dissimilar from the first one. Everyone makes mistakes, but those in responsible positions must have higher batting averages than others in justification for their selection as managers. Accordingly, those in authority are bound to be cautious and hesitant in taking "flyers," especially if present operations seem to be going all right. This does not mean that they are right and that change is wrong but rather that they have to be well sold.

In all salesmanship, timing is important, but since timing enters into so much of a man's accomplishment in business, that will be considered as a separate subject. It is worth mentioning here, however, in connection with getting one's ideas across, that because an idea has been rejected once is no indication that it is doomed once and for all. If you are still convinced that it is good, temporarily shelve it for a more advantageous time of presentation. Only the thin-skinned one who will not get very far takes a refusal lying down, if what he is attempting has merit.

Develop Salesmanship

Much of your success has to do with the way you personally present your idea. An apologetic or self-effacing approach is wrong. As justification for bringing it up, make what you have to say "important." Everyone is busy; he cannot be bothered unless the object is worth while. Just as bad, however, is to try bulling something through by main force. No one likes to be pushed into anything. It has to be done in an unhurried way so

as to let the customer make up his mind in the direction you want him to.

In line with making the object important is speaking with conviction and assurance. The listener will know pretty soon whether you know what you are talking about, so the preparation stressed earlier in the chapter helps in all directions.

Be earnest but at the same time avoid that intentness that bothers people and unconsciously stiffens them against you personally. More will be said later on the subject of a sense of humor. Rather than being intent, you will find that enthusiasm is an infectious sort of approach worth cultivating. You can say what you will about the cold, matter-of-fact, let-the-weight-of-evidence-do-it sort of method, but even in hardboiled business, enthusiasm is catching. A great deal depends upon the type of person you are, but even the stolid can develop a modified enthusiasm that is not affected.

Be Flexible

Many ideas fail because of objections to a specific method. If the suggester has no alternatives by which to get around the objections, he is sunk. When a halfback meets a stone wall in the line, he twists, squirms, and heads for the sidelines until he can find another place to cut; he may reverse his field or toss a lateral, but all the time he has in mind heading for the goal. The same is true in putting ideas across. It is essential to get the plan going, but if by so doing you have to sacrifice some of the details, it is still worth while going ahead. If anyone opposing the idea has some thoughts that might fit in with what you want to do, by all means do anything you possibly can to adjust differences and win support. At the other extreme, however, if the plan is to be emasculated so completely that the objective is lost, then it may prove smarter to drop the idea for the time being and bring it up again.

In flexibility, it is a matter of judgment how far you go with

compromises and still retain the value of your thought. Sometimes these compromises are worth taking in order to get the idea started. Then later you can come back to other features of your original plan. But the big thing in being flexible is that in business, as in almost anything else in life, you never get all that you want. A bargaining technique is sometimes necessary but it is also risky since there is the possibility of losing all that you propose. A lot depends on the one to whom you make the proposition. If it is a boss or an associate who is sympathetic with your aims but skeptical, it might be well to propose the whole hog, at the same time realizing that a practical beginning may involve only a segment of what you originally suggest.

The problem of getting ideas across has many angles, only a few of which are touched upon herein. Boiled down, it takes careful planning and intelligent presentation to sell ideas. But if you have ideas and can get them into action, you have come a long way toward business development, since ideas are a key base for accomplishments.

HIGHLIGHTS OF "PUT YOUR IDEAS ACROSS"

Analyze in writing

Figure out all angles in advance
Give the background
Outline alternates
State advantages and disadvantages
Quote costs
Summarize

Try it out before you present it

Emphasize the key points

Enlist support beforehand

Know your customer

Work according to his interests
Watch timing

Develop sales technique

Speak with conviction
Enthusiasm and earnestness help

Be flexible

28. Discuss Rather than Argue

Arguments Are Mostly Fruitless

A few people are open-minded, as you no doubt think of yourself as being. Ordinarily, however, you seldom convince others—at the moment. Your points may sink in and eventually make an impression, but, on the spot, a man has his pride to consider. He often considers his views important and correct—because he says so. He hates to admit that he was wrong, especially if he has an audience. He will persist in many instances, even though his arguments sound unreasonable to himself.

Arguments build into heated feeling, since they become contests over whether he is right or you are. Sometimes a man likes to get you into an argument first to show that he is as smart as you are. And when you begin refuting one another's reasons, fussing back and forth, you generally do what a nationally known industrial relations authority warns you against: you wallow in the mud with the pig. He says, "Never wallow in the mud with a pig, because the pig likes it." That is exactly what he wants, because you are on his home ground. He can think of arguments as well as you can, so where do you come out? Generally, it is an impasse, with each becoming dead set against "giving" as one argument leads to another.

Against argument is the fact that the other man frequently has points in his favor; few clean-cut pros and cons exist in life. As a commissioner of the United States Conciliation Service once quoted, "There is much to be said on both sides." If the other man's arguments are good, what is the sense in beat-

ing them down? When you belittle him and make light of his stand, he is all the less willing to yield.

Give the Other Man Credit

We become immersed in the supposed righteousness of our own slants to such an extent that we forget the merit in the other man's reasoning. This is wrong. One aid in reaching an understanding is to think of his viewpoint well in advance so that you can properly weigh the importance of reasons outside the heat of battle.

As mentioned previously, ungrudgingly agree when the other man's reasoning has any merit at all. "What you say is true . . . " "As you say . . . , but . . . " "That is certainly right and a good way of looking at it, but . . . " "I don't dispute at all what you say . . . " "Ordinarily, that would be the best plan, but under the circumstances . . . " Then you protect his pride of thinking. You do not scoff at him. You give him credit. Thus mollified, perhaps he will feel more like considering the other side.

Sometimes you compromise and incorporate some of his less harmful suggestions or some approaches better than those you had in mind. Then he feels as if he were contributing or sharing; it becomes a discussion of a joint plan rather than one against the other. Then he can go back and say, "Well I got so and so through, and we worked out a joint solution." If you push through your major premises and keep your principles intact, you are doing about as well as can be expected where there are divergent views. It is much better that way than reaching an impasse where neither will budge an inch through plain, ordinary stubbornness.

Think Clearly

As often as not you will be on the receiving end. See that you do not insist on a particular move simply because you made a

commitment to someone or because you want to be right. Think in terms of the objective fact rather than your prestige.

When your disagreement reaches the stage where a third party must be called in because you refused to accede and then he decides against you, you are much worse off, for then your worthy opponent may feel inclined to take every case to the third party and you may be in a constant series of wrangles. The old principle is sound: if you are right, fight; if you are wrong, admit it. Do not compromise "right," but concede details if they will help reach an agreement.

When you are certain that you are right but cannot make headway, be smart about your suggestions for making the agreement more palatable. Haul down "red flags" that irritate. We are great for wording our projects so as to avoid resistance: "rights" become "responsibilities"; "contracts" become "agreements"; "panics" are "depressions"; "poor business" is a "recession"; "draft" is "selective service"; "concentration camps" are "resettlement areas"; "insane asylums" are "state hospitals." Gestures and soft words to turn away wrath are legitimate, even if somewhat childish, because people are frequently childish in their opposition and their dislikes.

Discussions Assume a Higher Plane

Discussions get away from personalities, personal feelings, and emotions. In a discussion you talk background, problem, and needs. You concentrate on what you are shooting for rather than on what you want. You talk over what is best to do.

In a discussion, if the other parties feel strong on certain points, let them discuss in complete detail. Encourage their complete exposition of the case. Let them talk themselves out. Then, if another view is nearer correct, you have already accomplished a lot. Only the skilled attorney realizes the wisdom of banging away at the essential points. He has no hesitation in repeating himself and reiterating what he has

already said, blandly and with emphasis. The ordinary participant in a discussion will have shot his wad; he will already feel better for having had his say. Once this step has been completed, it will be easier to lead him away in the right direction. Sometimes you are wiser just to let his points drop, if he will do likewise. Even if he is patently wrong, why call attention to it and thus condition him against anything you have to say—to get even and show you that you are wrong too. He will be less likely to pick at you if you do not pick at him.

Lead him, then, to think in your direction. Bring him into the discussion. Try to make it as much of a joint proposition as you can. Try to obtain his agreement to points as you bring them up rather than give your whole story and then wait for him to shoot it full of holes.

Whenever he talks, listen respectfully and attentively. Do not interrupt him. When you do, you upset him and he will await the opportunity to do likewise. If you sit doodling or look bored, he thinks you are just waiting your chance (which you probably are) to smack at him when he is finished.

Above all, use the approach of trying to bring all thinking together rather than disputing his points. If you can reach an understanding on issues, principles, and objectives, then you are in a better position for filling in the details. Don't let him drag a red herring across the trail and confuse the issue so that discussion degenerates into a muddle of confusion. Keep to the point of discussion and avoid details irrelevant to the main question.

You will find discussion rather than argument helpful in all your dealings and a more agreeable and friendly way of reaching solutions and making your points. Every time you can reach an understanding with the wholehearted agreement of all parties involved, your long-range dealings are more firmly cemented.

HIGHLIGHTS OF "DISCUSS RATHER THAN ARGUE"

No one ever wins an argument

Arguments are mostly fruitless

People hate to back down
Arguments are so much fuel to a flame

Give the other man credit

Incorporate his ideas when they are right
Make it a joint proposition if possible

Think clearly

Don't be stubborn—you lose more in the end
Soften the wording

Discussions are vastly superior

Discussions bring everyone in
Let him have his say—don't interrupt

29. Deserve Responsibility

You will never get anywhere by doing a job the same way it has always been done. It is a mistake to think you are doing fine merely by "running the job." Suppose you have learned all about it and the work goes smoothly. What credit do you deserve? You have taken over what someone else has built. After all, the organizing, innovating, birth pains, original thinking are already done. Yours is largely a learning process. When your job runs evenly and you do nothing special about it, you become merely a cog in an already functioning machine. The only attention you may attract is in contrast with someone else whose job is not going right. Otherwise, you are plain running a job. If you would get somewhere and convince others of your capabilities, you must improve the job and show that you can take on more responsibilities. Executives have a hard time being certain of those who will "come along." The restless man who does his job well, adds to it, and can obviously take on more responsibility is simply bound to sell himself to top men.

Responsibility Gravitates to Those Who Do

A good boss wants to increase your responsibilities. Improvements in any job are endless in number, awaiting only the man who will pick up the ball and carry it. The boss himself has a responsibility for seeing that work goes well. He will not add duties or promote until he is relatively certain that you are ready. Good men are sometimes ruined by being pushed too fast. Wheel horses who carry the brunt of most jobs can be precipitated into nervous breakdowns by being

shoved too far into a whirlpool of responsibilities. Hence, the boss must be careful both for the job and for you.

When he sees that you are too big for your job, that you keep it going in high, that you are constantly suggesting improvements and doing things on your own, then you will be in line for more and better work.

Increased Responsibility Goes to Strong Men

If you are easygoing in nature, inclined to let the other fellow have his way, don't care too much what results are obtained, take little pride in your work, then you will be wise to settle down in a position with little responsibility. The struggle will not be worth the upset it causes you.

The strong man who insists on desirable projects going through—whether they be a simple oiling routine or a change in room layout—will deserve greater responsibility. You sometimes have to push for what you get in order to convince the boss that what you favor is right. He may not be quite sure. Your object is to score solid achievements and to show that you are ready for bigger things, so be forceful in a commonsense, diplomatic way. Your boss may be so busy that he cannot turn to your job when you want him to, but if you are convincing and sell him that it is right, he may approve it on faith.

In all businesses, stronger and weaker men perform on the same type of job. The stronger man generally has his bailiwick more nearly under his own jurisdiction, while the weaker man works closer with the boss. Each system has its advantages and its disadvantages. If the strong man makes many mistakes, he can blame no one but himself. If he is good, however, the work is more nearly his own. Sometimes it pays to be cautious for a while and to work closely with your boss. If you suggest the same things he thinks sensible, you will find him soon considering you capable of taking on more and working more independently. He will think that you are working "in the

groove." A word of caution is in order here against being an indirect yes man. You will find the boss in most cases working according to long experience and good principle and if you discover his technique and method of thinking, you will usually be on the right road.

In the long run, then, you will probably be further along by insisting on certain prerogatives, by pushing to get desirable points through, and yet by working with the boss until he gives you the nod to go ahead on your own.

Go After Increased Responsibility

As stated above, increased responsibility comes in two forms: more responsibility on the present job or promotion to a more responsible type of job. Either one is progress and represents a step in the right direction.

A point touched on here and there merits repeating in connection with increasing responsibility. If you complete your work promptly and ahead of time, you will be in line for more responsibility. The boss cannot add more to the man who can barely keep up with the job and who struggles to meet dead lines. He may also feel that if you cannot do your own job well you would have less success on a tougher one. That is not always true, but it is a fairly reliable guide. So clean up your work in a hurry.

For every job you do, make sure that you give more than is asked. On the job itself put in little improvements of your own—better records, smoother organization, developments. Be sure to add information or results on special jobs over and above those in the assignment itself. This shows initiative, independent thinking, and intelligence. Just make certain that your addition is a contribution; extraneous detail is irritating and valueless, so much more to wade through.

A minimum of boners is part of your campaign for more responsibilities and another way of acquiring a better job.

Checking with the boss on your ideas before you go ahead is one guarantee against mistakes and a cushion if they do not work out, for he then shares the responsibility.

Some special jobs can tip either way; they can either flop or work out, depending upon how aggressively you move. If you hesitate or are timorous, you may be pushed around. If you take hold and are certain that you are right, most of what you attempt will go through without undue opposition.

Another way to earn more responsibilities may sound cheap, but it is perfectly fair: sell your superiors on the way you are handling what you do. Sometimes you are taken for granted. An extreme but not recommended way of getting around such treatment is to stress the difficulty of what you do. A number of men use this device, but it has certain inherent weaknesses. You get the reputation of "crying before you are hurt," of "crying wolf." Once people get on to such a stunt, you become a joke, and they do not take you seriously, even when the going gets really tough. But there is an in-between way of calling attention to what you have done—taking pride in showing the boss what you have added. You have to be in some measure your own publicity agent. You cannot be tiresome, but you can show him how you used your head on this point or the other.

In the final analysis, it is hard, clear-thinking work that adds most to your responsibilities. There are few techniques and no short cuts. The energy you put into your job and the enthusiasm and resourcefulness you show will go furthest toward getting you there. Don't be a sucker for the easy route of working on the boss or creating a false impression. That way leads to self-delusion, and when you grow older you will find yourself out in the cold with no supporting help.

Increase Your Know-how

Responsibilities flow to those who know how: how to attack a problem; how to know those who can help, how to sell, how

to make the best approach. Some few in business apparently have acquired the touch of going about anything. What they actually do is a better, more thorough thinking job. Less successful businessmen seem shackled by iron methods. They approach everything and everybody in the same way. Those who know how review all approaches and hop the right train rather than the first one that comes along.

Know-how takes what Professor Schell calls "perspiration." If a fellow has no wealth of experience behind him, he must simply take more time for figuring it all out. How much better it is to know and to be sure of results than to muddle along in the same old routine. Responsibilities will certainly increase when the boss feels he can turn over a job and forget about it, when he has the assurance that details will be ironed out, the right steps taken, and the whole job buttoned up. Why wouldn't he rely more heavily on the man who finds out how the job should be done?

HIGHLIGHTS OF "DESERVE RESPONSIBILITY"

Responsibility gravitates to those who "do"

Strong men secure responsibility

Sometimes you have to prod
If you are sure, be forceful

Go after increased responsibility

Complete assignments promptly
Give more than the job calls for
Work aggressively
Sell yourself

Increase your know-how

Figure it all out before going ahead
"Perspire" over your assignments to assure a good job
The boss will increase your responsibilities when he is certain you will carry through

30. Rehearse

Businessmen use sports techniques in odd places for the very simple reason that business is something of a game, and what works in sports works in business. Varsity football teams, for example, practice their plays on the second team, on the scrubs, and on the freshmen. They use this friendly opposition as a proving ground for finding out what needs changing, what will likely work, etc.

Practice plays or rehearsals are an old game in business. Frequently, men use the device unconsciously. They may simply want someone to talk it over with. The most intelligent application of football practice, however, is planned. Sometimes it is carefully worked out with a full cast of characters, if the problem is serious.

The purpose of any rehearsal is to iron out bugs, to smooth out the wrinkles. The objective is to do a good job, reduce the margin of error, and increase the batting average of work successfully completed.

Top Businessmen Discuss Plans in Detail

Any project or idea—a new method, changed schedule, pay increase, promotion, discipline case, shift in job duties—comes in for complete airing before going into effect. Especially for those plans involving other people, and most changes do, the leader in business stages a formal or an informal dress rehearsal.

He may first talk it over with his associates to get their ideas. Then he may try it out in some small way or he may

have the plan checked by subordinates in order to get reactions all along the line.

Part of his job is to prepare for eventualities. He knows that a good piece of insurance is the so-called "trial balloon." If the balloon goes up all right before his critical associates and before others who work more directly with the problem, then he has some fair assurance of success. If the seams leak, he reinforces them before the final "ascent."

Talk Over Your Approach with Someone Else

Poor, long-suffering wife is a last resort, but if no one will listen, try your plan out on her. She may be better than a friend in some respects if she is frank and critical. Even as you talk, you may see points that might escape you if you were rehearsing only to yourself. You hear the sound of your own words and can gauge slightly their effectiveness.

The second party, not being wrapped up with proving or showing what you have in mind, can ask questions and save you considerable embarrassment. Simple subjects, such as asking for a raise (maybe that is not so simple), straightening out a couple of men, passing along some bad news, selling the idea of a soft drinks dispenser, etc.—all are worth rehearsing aloud to someone else.

Use the Boss

When you have a troublesome situation, enlist your boss as the party of the second part. That is one of his functions. If you have a problem that might cause difficulty in your department or on your job, tell him what it is and how you plan to handle it. Use the very words you intend to repeat. This serves a number of useful purposes: it gives you a first-rate double check in case you are "out in left field." The boss will help you with suggestions or pull you out if you are in too

deep. With his background, he will help you with your solution. Moreover, you are letting the boss know what you are doing, informing him in advance of a situation that might cause trouble. Finally, if you have a neat solution in mind, it gives the boss another chance to see how smart you are. So, taking it all in all, you must check with the boss; you must rehearse the job with him.

Rehearsing Gives You Ideas

One of the surprisingly worth-while benefits from a rehearsal is the number of ideas you gain while you are talking. If you can have a rehearsal in advance of the real thing, you can shape these new ideas. For thoughts suggest thoughts, and your case builds stronger as you go.

Negative ideas come from rehearsals, too. You get a preview of the objections to your approach and the weaknesses in it. One-sidedness is only natural, since you are so intent on the righteousness or the advantages of your cause that you are bound to lose sight of the other side. When rehearsing, ask the other fellow to "shoot this one full of holes" or "take the other side on this one." Have your disinterested party consciously think up arguments or assume how he would feel if he were in the other fellow's boots. He may also help you change the tone of what you are saying so that it does not sound so ugly, positive, overbearing, unconvincing, or what.

A great advantage of a rehearsal is that it sometimes puts the quietus on what you had in mind. Perhaps you were all wrong. Maybe your views were warped. If you can stop before you start, you save yourself many headaches and sometimes heartaches.

If you are not sure of the counsel suggested by one person, try your speech on another party to get a separate, independent reaction. The only warning is to avoid doing what the drunkard did who said he would toss a coin to see if he would have a

drink of liquor or a drink of milk: heads, he'd have the liquor; tails, the milk. Then, of course, he kept tossing until it came heads. In other words, beware of the advice "you want," and don't seek out those who generally think the way you do. Otherwise, your net result may be only the pleasure of hearing your own voice.

Stage a Full-fledged Rehearsal When Necessary

For some rehearsals, the audience hears your story cold. If the situation is serious enough or involved enough, write out your "script" in advance and shoot it around to those you want in your rehearsal. At the same time, ask one to be the opposition and to work up objections, arguments against, a countercase, etc. When you do this, make certain that he has all the facts as you know them. Have him think in terms of the other party. Then you might enlist someone to help you, give him a write-up of the story, and ask him to think up further reasoning on your behalf. Still a third party might assume the position of referee or "impartial arbiter," disassociate himself from the whole picture, and give his judgment as to how the case came out, indicating weaknesses on both sides, points that need emphasizing, strong points which can bear repetition.

When you stage your rehearsal, then, take plenty of notes, and get it all down in writing so that you will be thoroughly prepared for any eventuality. You will be surprised at how well you have covered the ground when "game time" comes. You must always be prepared for surprises, for you cannot anticipate everything in the other fellow's mind or circumstances of which you are not aware. So do not be disappointed; a good lawyer once said that no case had ever come out exactly as he had planned it. But you reduce the chances of being caught flat-footed, and every rehearsal is definitely worth while even though you do not receive much help. You add conviction to your cause.

HIGHLIGHTS OF "REHEARSE"

Top business men rehearse

They discuss plans before deciding definitely
Trial on associates prepares for eventualities
Launch trial balloons

Talk over your attack with others

Talking in itself clears your thinking
Listeners are less wrapped up and can help

Use the boss—rehearse before him

His experience will help
He must know what is going on
He will appreciate good ideas for solution

Rehearsing gives you ideas

As you rehearse, ideas come to you
Those who listen will give you fresh viewpoints
Rehearse before those who will help you, not "yes" you
Rehearse to yourself if you can find no one else

Use a dress rehearsal if it will help

Have others study the angles in advance
Give associates the other side
Have someone act as judge
Write down ideas that crop up

31. Develop a Sense of Humor

Humor in business is quite different from the rapier thrusts of the stage, the light wisecracks of radio, or the pun-on-pun of parlor chitchat. To a professional funny man, most industrial humor would have the light touch of a bulldozer. To a parlor wit, humor in business would have the delicate nuance of a sledge hammer. Being funny requires a certain amount of concentration. Hence, generally speaking, clever humor is lacking in business. It must be sandwiched in between the daily bread of business. But taking it as it is, humor plays an important role in running any concern.

As applied to work, humor covers a number of angles in its lot of making business more pleasant for everyone; it relieves annoyances, makes one more pleasant to work with, and dispells the dark clouds of unpleasant situations.

Before delving into the place of humor in business, it is worth differentiating between having a sense of humor and being a funny man. Mighty few funny men go into business. Some think they are hilarious, but trying to be funny and not succeeding can be tragic. Many men make that fatal mistake in the same manner as the great bulk of dirty story tellers. A few experts are able to make a dirty story funny, but, as told by most people and despite loud ha-has, dirty stories are mostly smut. It is worse with the habitual funny man for whom misguided polite people vent a forced chortle.

No, for work purposes, a sense of humor is an appreciation of the funny side and a use of the amusing to lessen the tautness in tough situations.

The Problem of Intentness

Business is hard. In many jobs the pressure is always on. At the very least, business is a form of the struggle for existence. So it is downright serious. For those with ambition, getting things done counts heavily; being blocked is threatening; new responsibilities must be earned; mistakes sometimes weigh heavily. It is no wonder that a fellow wanting to make up for lost time can easily bury himself in his work to such an extent that he becomes deadly earnest in everything about him. And the truth is that he literally becomes "deadly." People dread seeing him come; they hate having to do business with him.

Such a man has become "intent." He gives people the fidgets or the jitters; he makes them nervous by his very seriousness. The fault lies not with the seriousness of what he is doing but with his taking himself too seriously. A man cannot make a laughing stock of himself, but at the same time he is bound to be handicapped if he cannot crack a smile occasionally, enjoy a joke, or lighten the conversation a little.

If he gets to the stage of taking himself too seriously, then he may have the attendant curse of being too grasping or pushy as a result of becoming self-centered. This companion to intentness makes people wary and frequently antagonistic. To make things tougher, people in this world are frequently perverse enough to buck others merely because they do not like being pushed—with no regard for right or wrong.

Men on new jobs are sometimes afflicted with the curse of unrelieved intentness. They are so bent on doing a good job that they can see nothing but their objective, they see no sign of what other people think and feel. Because they want to master everything at once, they have no consideration of whose toes they are treading on. Factually, they could probably get every bit as far, if not farther, by a little relieving touch, a smiling comparison, anything to get rid of their intentness.

As a group, women in industry are immersed in intentness

more than men. In some respects it may be their greater conscientiousness, more concern over doing a job right. The fact that they must frequently work harder or make a better showing than men in order to make good may likewise enter in. Whatever it is—a woman's greater sense of responsibility or her greater tendency toward introversion—she frequently bothers people and defeats herself by her superearnestness. Above all, she should practice relief from this fixation of taking oneself and one's work too seriously.

This is all right, you say, but what does one do about it? What in particular will the fellows do who have been out of business for two or three years and who want to make up for lost time by really getting in there and pitching? Pitch! Certainly! But don't lose perspective. Don't become so self-centered that you forget how the other fellow feels. He will feel much more sympathetic if you inject a little humor, at least a light touch here and there. Don't make it a duel of wills or argument—relax and kid him along, even though it necessarily will be with the heavy-plodding, industrial kidding. You don't have to be funny, but you can kid. That will, in the majority of cases, serve to relieve any impression of intentness.

Any Light Touch Relieves Tension

Here is an actual story of a union meeting in a Southern war plant. The facts may be a bit twisted through being second-hand, but the point is there. The workers were almost exclusively Southerners, but a number of supervisors had come from the North. They were experienced supervisors who had not, however, worked with the more individualistic type of operator in the South. In a meeting of the union with management, a committee woman grew bitter and ranted against "these Yankees who had harried the South ever since the Civil War." The atmosphere grew tense until the personnel man, a Southerner himself, quietly and between calm puffs on his pipe, said

out of the corner of his mouth, "Well, we *did* win the Battle of Bull Run." A chuckle all around eased the entire situation.

Wisecracking is difficult when people are angry, for at that point they take themselves seriously and would just as soon take personal affront at any smart remark. But it is possible to kid a little and thus relieve the strain. The same is true when folks are tired or have been working long hours. They want sympathy and no smartiness. A little kidding, though, lifts them out of the dumps. The same goes for those under strain due to pressure of work or worry over problems; they do not want to be made fun of nor will they appreciate a joke. But a little kidding will help a lot.

A lightness of touch is especially helpful when criticizing someone. Too often supervisors themselves are angry when they are criticizing. In fact, some people cannot work themselves up to a discipline job unless they are "sore." That is wrong. The man who criticizes then looks provoked; he shows emotion by trembling voice or lips, unusual tone of voice, or flushed face. The natural tendency for the party of the second part is then to react in precisely the same way. Even if the criticism is justified, the criticized man tries to throw it off on others, blames the man doing the discipline job, begins to get angry, and nothing is accomplished.

Discipline or criticism is no joking matter, but the person doing the administering should have his feelings under perfect control, and, furthermore, he should be able to add a light touch when necessary to relieve any tension.

Some managers have adopted the expedient of smiling when they could be angry. Here the important point is not to get a gripe off your chest but to remedy what has been done. If a smile will help put your point across and conceal your irritated feelings, then so much the better, for it is hard to get angry with a man who is smiling. Only for goodness' sake avoid making the smile a fixed grin that you turn on and off. Try to

see the humor in the situation, probably from the other fellow's viewpoint, before going ahead; then you can smile genuinely.

But the principle of showing a sense of humor when criticizing or disciplining is sound: it demonstrates that the spirit of your criticism is not personal. You are not annoyed. Your attitude is one of friendliness. Thus, the important fact of the criticism can follow: it is *what* has been done that was wrong, a cold objective fact, not that it made you angry personally. It follows that the results will be more effective. The job of criticism stands a better chance of achieving its point.

When You Do Not "Crack Wise"

As mentioned above, the first rule in using a sense of humor is to avoid it if you cannot be somewhat amusing. With the façade of grown-up genteelness, the only way you can tell when you are not funny is by being alert to polite or forced laughing and comparing the response to your cracks with the response to someone's which you consider genuinely funny. Then, if you feel a lack of response, it is sometimes possible to analyze your own difficulty and to improve. But surely it is better not to try to be funny than to vaguely bother people.

Humor has its place, too; it does not belong everywhere. Some make the mistake of joking at the wrong places. A few people can get away with it almost anywhere, but most people are better off limiting humor to certain specific places where it will do good in one's work and not run the risk of harming. For instance, when the boss gives an assignment or job to do, in most cases he is all business; he has no time for a witticism. Kidding about a man's personal appearance, dress, habits is all treading on dangerous ground. Even worse, of course, is any reflection on a man's character or his thinking. In other words, anything personal is likely to hurt a man's pride, the worst hurt possible. In the same category as an assignment is a request from someone, especially if the request comes from someone

you supervise. He may be under a strain in working up courage for the request and, in most cases, does not want it treated lightly.

Conversely, however, it sometimes helps when you are making a request of your own to inject a little humor so as to take any strain out of the situation. You may create tension in the person by what you are requesting, so you can set him, as well as yourself, at ease.

Appreciate Humor, If Nothing Else

Later on, space will be devoted to the handicaps of being a deadpan. Right now the need of enjoying humor is worth stressing. A man must not necessarily be a lightning wit—it helps—but half the game is in having a "receptive" sense of humor.

If you can only see the funny side of things rather than become too serious-minded over your work and relations with others, you will lessen your own personal tension. Worth speculating over is how many nervous breakdowns and ulcerated stomachs could be avoided if people would see the humor in everything and then not allow themselves to be worried.

Appreciation of what is amusing will help most of all in dealing with other people. If you can see and enjoy the humor in what people say, when they are kidding or joking, they will not only feel flattered but they will feel more kindly toward you, more expansive toward your own particular wants. Your response must be genuine, but the point is that if you lift yourself out of your own considerations and thoughts, then you can enjoy what is funny so very much more.

Develop the Ability to Kid

Humor consists of well-known elements, the most usable of which is the unexpected. Build-up, suspense, and an unexpected climax constitute the basis for most jokes.

Much simpler is kidding, the gentle art of making fun of something. There the unexpected can enter in, too, but it is the "taking down a peg," gentle, razzing type of humor.

In business, joking is a worth-while tool. Kidding for the fun of kidding is all right, but it occasionally goes too far. Kidding grows into a habit, just as sarcasm, swearing, or any other form of expression. Then, it sometimes develops barbs and hurts rather than pleases. If a man can kid and keep it in good spirit, then it makes no difference how much his habit develops. Only it is worth taking an audit occasionally in order to maintain a checkrein.

Suppose a man has always been serious; he does not seem to be getting anywhere, but he is extremely ambitious. People all through the organization have come to think of him as a dopey Joe, merely because he is superconscientious. Can he change? Certainly he can, and he can change the views of the people in that organization. It is harder than when a man is new; then he is taken at face value. But people can change if they have the interest and intelligence to do so.

HIGHLIGHTS OF "DEVELOP A SENSE OF HUMOR"

Business has a type of humor all its own

Watch out for "intentness"

Don't let ambition get the best of you
Keep balance on new jobs

Use a light touch to relieve tension

Criticism
Discipline
Anger
Learn to smile and see the humor

Time your wisecracks

Humor has a place and belongs out of other places
Be careful of the subjects of your wisecracks

Be receptive to humor

Develop an ability to kid

32. Keep Punching

CHAPTER 3, "Go In and Pitch," emphasized the business requisite of building accomplishments over and above daily routine. Achievements loom high and formidable in the business structure. So many failures result from the *way* we attack problems that spending time on that method of increasing accomplishments will prove valuable.

Do the Most Important Job First

When you move into minor supervisory positions and then into increasingly responsible work, there is more leeway in how you spend your time. Jobs increase in variety, generally, as responsibilities increase. Then a man can spend more time concentrating on special problems. Besides his routine work, he has certain periodical work, certain special jobs, and then certain time he can shift to one job or another.

You are tempted to spend your time on what interests you most. For some it is working with people; for others it may be machines; still others, records, etc. Considerable self-discipline must be developed or a man will find himself going off at a tangent. Also, when he concentrates on what he likes, he will be pushed by one person or another to bring other phases of his job up to date. Then he grows unhappy and vaguely dissatisfied. This is unnecessary and can be avoided by self-discipline at the very start.

Do the most important job first. In nine cases out of ten it will be the one the boss wants. You may think it trifling; say, a check on how many repair parts are used on a machine over a

year's time. You could very well think that there is no rush. What you must remember is that the boss's time is more valuable than yours. Likewise, you must keep in mind the possibility that you may not know all angles of why the boss wants this information. A decision on shifting to another type of machine may hinge on the answer; perhaps only a certain quantity of these are available and must be snatched now or not at all. So unless you gain specific permission from the boss to put another job ahead of his, hop to it the minute he assigns it. If he has material he wants worked up for the big boss, pounce on it even more quickly because of time value and the fact that your own boss is now depending on you for his work.

On other jobs, use judgment—cold, hard business judgment—in determining which jobs are done first and which ones can be dropped for the present. Do not let pressure by other persons influence you—the old idea of the creaking hinge getting the oil. The principle of importance is ranked only by that of urgency. If a minor job can have bad repercussions by delay, check with the boss before going ahead. Consult with him whenever you are not quite sure which job should go first.

Tackle the Tough Ones Promptly

Hard jobs have a tendency to grow harder the more you lay them aside, come back to them, and move them back a few days again. Develop the habit of biting into difficult jobs promptly. Every time you bite into a seemingly tough job and the sooner you bite, the softer it gets. Once you sink your teeth in and start chewing, you find that somehow it grows softer and more readily digestible.

So when a hard job is assigned, whenever at all possible, plow into it. When the job gets tossed around and handed from one person to another without being accomplished, difficulties build up in it by the day. It grows "sour," and you wonder whether it is worth while.

If you have a particularly hard assignment, one successful approach is to break it down into sections and work on one part at a time. It is easier to work on and, as each section is polished off, a feeling of progress grows increasingly encouraging. Any complicated job is hard to face all at one time; it might even be hard to comprehend or analyze.

Plan Your Work for Maximum Accomplishment

A man can easily put in his time with what comes up in the course of a day. He can spend an unnecessary hour dickering with someone, several fifteen-minute periods chatting on nonessentials.

Daily schedules make a good "bogie" or "par" for work accomplishment. You should know at the start of the day exactly what you want to do. If the schedule can be worked out the night before, so much the better.

Dr. Schell of Massachusetts Institute of Technology once told of a "knife theory" of work accomplishment which is worth thinking over. If you can have a few small jobs as the point of the knife and be sure of accomplishing them, you can get a start in accomplishment that will encourage you to dig in deeper and take on the meatier jobs. This sounds somewhat contrary to the idea of tackling the tough ones first, but that is not so. The meaning is that, at the start of the day, you polish off quickly a few jobs you are sure of completing, and this gives you the pace to swing into the tough ones. It does not mean delaying your hard assignments. As you cross off assignments completed, you gain momentum.

A monthly schedule of accomplishments is likewise desirable. Write out a list of what you want accomplished in the coming month, including a group of those jobs you are sure of completing. Behind this is the idea that success creates success; and the more you finish, the more you will want to push through to a finish.

If you have never scheduled work on a daily, monthly, and yearly basis, the wise plan is to make your schedule moderate so you will not feel frustrated by uncompleted objectives. As you work into it, increase the number and try to meet all schedules.

What a schedule accomplishes is simple. It encourages efficient use of time, keeps you in there punching, and gives you a rudder for guiding your ship more directly to the success you want.

When you duck jobs and pick only the ones you like, the boss will soon tag you for a certain kind of work and keep you on it. The good men who go places make a name on what they dislike as well as what they like, for the sugar in business is not nearly so plentiful as the bread and butter.

HIGHLIGHTS OF "KEEP PUNCHING"

Do the most important job first

Subordinate your interest to necessity
The boss's generally comes first
Use judgment on other work—don't let yourself be pushed by the one who complains the loudest

Take the hard ones promptly

Plan your work

Schedule daily accomplishment
Build monthly schedules

33. Be Responsive

If you have ever spoken before a group, no matter how small, you know what it is to have a few deadpans staring at you. You know also what a pleasure those men are who look alive, who follow what you are saying, whose expressions change with the topic. You seek out those faces and shy away from the vacant stares. No, you do not even need a group. You know individuals who give you the cold, lifeless, fisheye stare, even when listening to you. Speakers themselves bother their audience. How much you prefer listening to the man with a twinkle in his eye, an occasional smile, a change in expression. It helps emphasize and enlivens his talk.

Actors dread certain towns because the people are cold and unresponsive. These same towns may be "Standing Room Only" towns, but the actors still dislike appearing there. Actors like responsiveness to their efforts, enjoyment of gags, applause, appreciation for a good job well done.

People are the same the world over. They like a good audience in business too. The cold, stone face may be a genius, but that will not make any difference to you insofar as wanting to do business with him or even to be near him.

Top Men in Business Are Responsive

Even if big men with the weight of their responsibilities may be a serious lot on the whole, they are responsive. Furthermore, they certainly do not enjoy having a group of deadpans around them. Executives complain of younger men who appear lifeless; they have no positive personalities. After all, young men are supposed to have the dynamic energy and drive for accomplishing big things. This is impossible in a lifeless sort of individual.

Those who are cold—soberly unexpressive in face and action —have a hard time aspiring to leadership. Some make it through sheer force of will and ability, but they do it the hard way by riding rough-shod over the field. If they could unloosen and react to others in a decently appreciative way, they would enlist more active, sympathetic support.

Suppose you are applying for a position! If you show no reaction to the interviewer, he may mentally tag you as a trifle dull. How can he help it unless he has objective written tests as a check? He will be impressed by appearance, especially if lack of expression is striking. He has a responsibility to his organization in picking those who will fit well; a lifeless face is no recommendation.

If through sheer capacity, knowledge, or experience, you rise to a minor supervisory position, how do you think the boys will feel about having a "cold fish" for a boss? Perhaps you have cultivated your emotionless face to put the boys in awe or even in a little fear. We have already gone into the fallacy of the fear type of management. The men will not feel like consulting you. They may have complaints which they will nurse and let grow into cankerous sores; any outburst will be your fault.

Now what about your boss or the big boss? In most organizations, the big boss circulates through the organization as much as he can. He is interested in any outstanding talent for development. What do you think he feels at meeting up with an expressionless face or a noncommittal type of personality? You may not repel him, but you certainly will not encourage him, and probably you will not impress him unless you drop some startling words of wisdom.

Respond in Appearance and Action

A cold face is like a lump of dirt, and one who listens without any answer in response is like the Sphinx, as enigmatic and as

unsatisfactory for conversation. Being responsive does not mean frowning or nodding along in agreement. It means showing reaction in expression or in words. Any person likes to have some reaction from what he says and does, even if it is an explosive "no." Everyone likes a receptive audience, even if it good-naturedly objects to what is said.

If you show responsiveness, the men around you realize that you are thinking along with them. An intelligent question shows responsiveness. If you will only take up the ball when the man has finished and express your end, it will help. Perhaps it is merely a "yes, sir," indicating you understand and are in accord; but it will have some life and show that you are at least receptive.

A man's face is the outer expression of his feeling. When a fellow is talking, first of all look at him and follow him with your eyes. At first that is hard for many, but you can learn to do it and you will eventually look directly at a man without being conscious of it. A straightforward look is one indication of responsiveness. Another is your expression. You are not a sycophant or a mimicking monkey, but you can show some expression in your face, at least a smile if the statement calls for one.

Your posture indicates expressiveness. If you lounge against the wall or slouch in your chair, it gives the impression of not listening or caring. You should at least show some alertness by sitting or standing up straight.

Sometimes, if you are dealing with the boss, he may be so busy that he cannot take time for you to say a great deal. But a very few words from you can show intelligence and responsiveness.

Some men simply do not say anything if they disagree with what another says. These men feel either that it is not worth the bother or, if it is a top man, that they might as well let the boss have his way and find out differently for himself. That is

wrong. The boss wants an objective type of response if the facts are not straight. He may not want to be corrected on facts or figures or incorrect statements if they do not have any significance. But if he is giving instructions leading toward the wrong course of action, your job is one of helping him with the right way. Sometimes it means a little tact.

You need punch and life if you are to progress and sell your way along. Be your own natural self as much as possible, but if your poker face can naturally break into a smile, go ahead and do so. Your enthusiasm, too, need not crumble just because you are with the boss. Certainly he wants response as brief as possible and he wants a factual approach, but he enjoys life and a good reception as much as anyone. On the whole his position is necessarily one of aloofness, but you can help him enjoy what his reserved, off-to-himself sort of existence will permit. So make your contacts enjoyable for him by being responsive; he will think more of you and you will attract more attention from him.

HIGHLIGHTS OF "BE RESPONSIVE"

Top men in business are responsive

Unresponsiveness hurts you

- In relations with the boss
- In applying for positions

Respond in appearance and action

- Be a receptive audience
- Show some expression
- Assume an alert posture

34. Load for Bear

You can give all sorts of reasons why a certain few move along faster and farther than the rest, but one strong factor in success is the careful job these certain few do in planning and thinking ahead. Of all key executives, a surprising number would show up as having only average intelligence. What is it then? Even with their charming personalities, strong wills, etc., they are bound to "have something on the ball," and they do—an ability to anticipate and think more thoroughly than do the great bulk of those in business.

Most businessmen are no master minds, even those who achieve a reputation for smartness. The keen solutions they out with in a meeting or conversation may unhinge your jaw. In most cases, though, these suddenly sprung ideas have been carefully thought up in advance.

Think Ahead

Business cannot survive on any hand-to-mouth basis; it must be ready for all sorts of eventualities. Those who are ready before the situation pops become the fair-haired boys of their organizations. You will be on top of your job if you foresee a shortage and order ahead or if you see what a jam a certain policy will put you in and complain before the policy is put into effect. Your job, as you come along and grow, is to look at everything from the viewpoint of any possible problem or contingency which might arise. Failing this, you are due for periodic repose in hot water. As watch words, "Anticipate Problems."

One phase of anticipating problems is to figure out in advance all questions which may come up over any change you make. Ask yourself how you would feel if you did not know all the angles. Talk over with others in your organization any change you are projecting and ask them what questions come up in their minds. Enlist their help. Use any means you can, but know what questions will arise and be ready with the answers. This is important, for, if you can answer questions, you can sometimes stifle objections before they arise.

A young engineer just out of school was put in charge of the box department in a large factory to iron out production problems. The foreman had been there for years and knew everything about the department but he was unable to keep out of jams. Furthermore, he always had practical objections, based on long experience, for any improvements the young department head had in mind. Unfamiliar with every detail of the intricately synchronized machines, the engineer was not sure of himself. Finally, after a series of unsatisfactory conferences with his foreman, the young fellow sat for a long time pondering the problem. Then he took out a sheet of paper and wrote down, one after the other, all possible objections to a change in machinery layout and weighed these against his ideas for change. Finally, he called the foreman in and said, "Now Joe, a machinery move might help to even out our production and cut out the bottleneck on 3¼'s by 6¼'s. In studying this all over, the following objections might be raised to the change." Then he recited the list. "Have you any other points, Joe?" Joe was astounded and had to say that he hadn't any other objections. "Well, then, let's go and start work after the second shift leaves." So the change went in smoothly.

The same anticipation of objections should carry over into the weaknesses of your plans or ideas. They should not be covered up or hidden; in fact, they should be thoroughly aired, for then you are protected against possible failure and those in

authority have warning of what might happen. Frequently, the man who wants to do something becomes so wrapped up in his aim that he consciously or unconsciously ignores all points of weakness in his idea. One of these weaknesses can so easily bounce up and ruin the project. So figure out the weaknesses and see how they affect your job.

Never Underestimate

You are far better off loading for bear than for rabbits even when you feel that opposition may be light. This works out in the same manner as for college football teams. At the University of Pittsburgh, back in the days of undefeated teams coached by Jock Sutherland, the canny Scot never let a small school trip him. He scouted Waynesburg or Allegheny with the same thoroughness as Notre Dame, Army, or Ohio State. His scouts chalked Waynesburg plays on the blackboard; his talks about that team were as serious as they were about the bigger teams. And his teams had notoriously few let-down games. They played heads-up ball regardless of the opposition.

Supervisors or executives are sometimes prone to underestimate those with whom they do business, for instance, operatives in the mill or clerks. They think that those who may not have progressed so far are dumb and will believe everything they are told merely because the supervisor acts as an oracle. Those with mature understanding realize that you rarely fool people and that those in minor positions are a great deal smarter than they receive credit for being. The same is true of the boss. It is easy to think of him as having so many problems on his mind that you can give him a sketchily twisted account and get clearance on what you want. Both slants are wrong. Treat your men as big leaguers and give your boss the full story.

A great mistake in any estimation is assuming that you can pull the wool over people's eyes. If you do not actually twist the facts, you may leave out some details, those less favorable

to your case. That is wrong. In the first place, those with whom you are doing business generally have more perception than you assume, so they will see through any omission, even though they may not tell you so. Moreover, people frequently know more than you think. They gather points through talking with others, through observation of their own, etc. Prepare your job then with the assumption that the other man knows all the angles.

For your own protection in properly respecting any opposition, be sure that you have fairly evaluated every single factor, not merely those favorable to you.

Don't Go Off Half-cocked

When you go to the boss, or anyone else for that matter, with the idea and have not fully prepared for his questions or objections, you stand the risk of failing permanently to put across a point. Had you made some preparation, the suggestion could just as well have gone through and worked. But if objections come up and you have no answer, the boss can more than table your notion—he can kill it. Thus you stand to lose everything you had hoped to gain. Worse than that, however, you lose the respect of those who listen to you. They think you have no idea what you are doing, that you are fuzzy-minded.

The worst possible disaster is to get approval for a half-baked project and have it flop. That is inexcusable. Then you stand to lose the confidence of all who came in contact with the project; you may even become a joke. You certainly become the fall guy, even if they gave approval.

All of this is a plea to "Load for Bear" on anything you are going to do. Suppose it is the minor matter of criticizing a man for the job he has done. All that you see is the results, so you start off by laying him out without getting his side of the story and without even getting all the facts. The strong likelihood is that you will only belittle yourself, for he will have a good

alibi or extenuating circumstances may give a perfectly reasonable answer for the way the job turned out. And you, my friend, have made an unnecessary enemy or hurt someone unnecessarily. And your prestige suffers.

Load for Bear When Selling the Boss

The boss may be a testy sort of fellow who is short in his manner and who is so careful of his time that he gives the impression of rushing you. This leaves you in a bad spot with a general feeling of awe or at least discomfort when you talk with him. It is a mistake to let this feeling interfere with the way you sell him. You should do a better job of preparation and a more thorough job of selling.

Keep in mind that he cannot waste his time with extraneous points. He wants the "meat in the coconut" just as promptly as he can get it, so be prepared with what you are going to say and how you are going to say it before you see him.

Above all, have your facts and figures straight. Nothing irritates your boss more than to have figures you have given him snap back in his face as inaccurate or incorrect.

Then, as mentioned above, have your reasoning outlined in your mind, with all the angles, both for and against. Every time you approach him with a story, whether about an accident, someone whose message you took, a hot idea, a long-time project you want to start, or what, you are building or tearing down the boss's confidence in you. Each time you give him a good, straight story with sound recommendations, he finds it less and less necessary to quiz you on details or to check your story. He can rely on you. And as he comes to rely on you more and more, you have even greater responsibility for giving him a good, straight story.

Prepare for Meetings

Some people have the misguided notion that committees or supervisory meetings are held to give someone a chance to pop

off. It is true that some meetings are purely educational, but, as has been said before, business needs help in its thinking. Business needs the expression of different viewpoints, ideas that are not in a deep rut. For a department meeting, committee, safety group, Red Cross campaign, or educational meeting, be prepared with questions, ideas, and suggestions.

Those who attend meetings and sit like bumps suffer. They themselves are not interested unless they put themselves into the meeting; they become bored and their attention wanders. Worse than that, however, they become nonentities in the eyes of those who head up departments or organizations. After all, effective ideas and plans contribute to the success of an organization, and these must come from more than one source.

As stated before, the "bright boys" figure out what will happen in a meeting. They anticipate questions that will come up and do their thinking in advance.

The best men are always jotting down notes for meetings, writing out questions, outlining points for discussion on the agenda. Then they go to a meeting fortified in advance and are so much ahead of most folks who just go and sit. Conferences are generally duds except for a few people, and the principal reason is that people think neither beforehand nor during the meeting. Those few who are prepared get ten times the benefits and results from meetings that the others do.

Put It Down in Writing

Permit a little repetition or emphasis on a point covered before. When loading for bear, no matter whether preparing for meetings or for private discussions, set your thoughts down in writing whenever you can possibly do so.

As in everything else, the mere mechanics of writing it out helps clear the cobwebs and straightens out your thinking. Sure, it is a chore and takes time. But the writing will help to put your thoughts in order. In addition, if you give considera-

tion to other viewpoints, you will find that in writing them down you can anticipate what almost everyone will fear or criticize.

Frankly, what writing does principally is to make you think when otherwise you might not bother. Once you get going in outlining a project, you bring out aspects you would not have thought about had you not written them down. So it is worth while.

HIGHLIGHTS OF "LOAD FOR BEAR"

Think ahead

Anticipate problems
Air all weaknesses in your ideas

Never underestimate

You rarely fool people
Evaluate all factors, including the opposition

Don't go off half-cocked

Your chances of succeeding are poor
You lose respect

Load for bear when selling the boss

Come to the point promptly
Have your thoughts assembled for presentation in an orderly manner
Be accurate in your facts

Prepare for meetings

Anticipate questions
Be prepared with ideas
Contribute to groups
Jot down notes

Put it down in writing

35. Keep Your Eye on the Ball

You tend to take your eye off the ball in business, and the results are as disastrous as in any sport—you muff the ball, whiff it, and gum up the play in general. Business is like any team-play game in which you have a number playing on either side. As in sports, too, your work for the team helps you keep a place on the team, and when you make an outstanding play, you earn individual recognition as a star. The important individual and team-play idea is to keep your eye on the ball.

Keep Your Eye on Costs

Only the financially successful business keeps going, growing, employing, and creating bigger opportunities. Your job is to do your level best in all your work effort to increase profits. The aim of business is to make goods fast and at low cost, then to sell them for a price which will bring a maximum return.

With profit the major objective, all the lace, gold plating, and stone columns are worth while only as they add to a strong foundation and contribute toward the company's continuing success. At times, some gold plating is necessary as an insurance measure to ensure successful operations; they make people happy, improve public relations, and keep the product before the public eye. This insurance fluctuates according to conditions both financial and temperamental. It therefore requires more study and in greater detail than other items of far

greater expense. Your job is to use judgment on such expenditures and figure out whether their intangible return is worth while.

Business is a continuous struggle for improved efficiency, for reduced costs. Sales multiply as prices lower and come within the range of a greater segment of customers. Even without competition, prices must and do come down. We all know the story of telephones, telegraph, and electricity costs. Reducing costs and producing profitable items for sale are never-ending objectives. They stand behind most decisions and moves in business. They are essential to sound building for the future and to security for everyone in the concern.

You fit into the picture by keeping your eye on costs. In growing management-minded, you must consider the worth of all expenditures. Have your eyes constantly on costs, using judgment so as not to chisel or be "cheesy" in what you do. You reduce costs by providing good management and careful control rather than by exploiting others or partaking in off-color transactions.

The point is that those responsible for managing a business must be careful in selecting items for expending company funds. They must evaluate all factors of cost in any move.

As in all angles of the business, you must fight the tendency to spend because someone wants something or because you want a clock, electric truck, automatic heat control, or what. Remember that what you buy or requisition, others will want. If it is right for you, it is also right for others, but consider the total cost, not just the cost for your one item. You might say that this is the boss's job, but is it? If you have so little vision that you do not see the involvements in what you request or order, your prospects for advancement will be so much less.

Keep your eye constantly on improvements that will reduce costs, a major aim all through your career in business.

Beware of Tangents

On the one hand, you have hardheaded business tactics as seen from cost controls, accounting methods, etc.—all aimed at selling goods for a sound profit. On the other hand, you work in business with people, all of varying types, with conflicting desires and wants of their own. So in any branch of the business you find many things you would like to do, so many nice touches you would add if you had your way. The businessmen heading the organization realize this too, and they want to make their companies pleasant places in which to work. They want to pay high wages and salaries. If they had their own way, it is just what they would do. But they are limited by what their competitors do. If the home company is too lavish, costs then go up, and either the profit margin disappears and the company goes into bankruptcy or the price is raised, the competitor takes a greater share of the business, and the result is identical. This is elementary, but when you are in close contact with people day after day, remote from the business or sales end, these facts are easily shunted into the background or forgotten.

Your measuring stick, even with intangible personnel factors or unmeasurable benefits, is still: *Will the move improve efficiency? Will the change help you do the work cheaper, better, or on a sounder foundation?*

Keep Your Eye on Your Own Progress

How will your job help you develop? Are you being dead-ended? Are you getting anywhere? These are questions you should be asking yourself in keeping an eye on the ball for your own progress. Keep measuring results against your aims, against the schedule you have set up for your own development. Do not allow yourself to get in a rut—or if you do, make sure that it is because you want it, that the place constitutes your own niche in life.

Be shooting for something all the time and don't let your eye

leave it. Sometimes you may be on a plateau where you are waiting for increased experience or a shift in the company before you can make a further change. Be sure that you are growing all this time and that you are not merely waiting.

Everything you do should shape toward your own development—never let your eye leave that main objective. You want to do a good job always, to earn better jobs, to be counted on as a comer.

Keep on your toes, even though the natural tendency is to settle back. You must keep pushing yourself. Don't fall asleep at bat or let a runner sneak home. Grasp every opportunity—and you will have plenty of them. Opportunity knocks every day, not just once. But when you do not listen to the knock, the sound may begin coming in on a wave frequency you will not recognize. Make suggestions; do special jobs; seek out accomplishments you can turn to your advantage.

When routine work or the press of rush jobs keep you humping all day long, you find it mighty hard to lift your sights above the immediate job. Nevertheless, lift them you must. The personal ball on which you keep your eye is growth in the organization. Job performance is one club to wield at the ball and smack it on its way. Be sure to do your best on all jobs and make certain that your work is outstanding in method of carrying out, timing, and extent of accomplishment. Cash in on all your good jobs, keeping in your mind's eye the fact that you are shooting for progress in the organization. Put a stamp on your work which marks it as your own, extra touches of thinking and accomplishment that make your work stand out.

All of the points involved in earning respect, knowing your rights, etc., tie in with keeping your eye on the ball. Your interests demand that you keep your own welfare ever in mind. It just so happens that in business you serve yourself best by serving others. The objective remains the same—your personal development.

Know What You Are Aiming For

Set your sights on a definite objective, whether it be a bunt down the third base line, a sharp crack over second, or a smack into the right field bleachers. Not for one moment should you take your eye off that objective. If you have a place in mind and feel that you can attain it, that you are fitted for it, you will have a tangible goal to work for. Use all legitimate business methods in attaining your objective.

Selfish aims are sound under our business system. They are the great justification for our method of individual initiative in doing business. You must have incentives for your development, and you sometimes have to manufacture them for yourself.

A rudderless boat floats around aimlessly. If the boat isn't headed toward any particular objective, the gas gives out and the motor dies. So if you would keep your throttle wide open and plow along through all the wakes and swells of business, you had better have a definite, attainable goal. Otherwise you will soon be slapped around by every tough wave in the ocean of business.

HIGHLIGHTS OF "KEEP YOUR EYE ON THE BALL"

Keep your eye on costs

Your company must earn profits to survive
Your part is careful spending, improvements for cost reduction, and good judgment in expenditures

Beware of tangents

Be sure that what you do will improve efficiency

Keep your eye on your own progress

Grow on whatever job you are doing
Keep on your toes

Know what you are aiming for

36. Keep It Straight

Competition for success in business is so stiff that contestants occasionally are tempted to deviate somewhat from strict fact and indulge in all the gradations from slight exaggeration, twisting, rationalizing, and omitting to downright lies. Such a course is dangerous. Frequently, those who resort to such tactics do not even realize what they are doing. People do not out with everything they think or all that they know. They respect another's dignity and his touchiness about any reflection of character. Bluntly, people do not ordinarily call a man a liar to his face, nor do they even kid him, generally, about a twisted truth or an exaggeration. He thinks he gets away with it and feels no further concern. He is encouraged to go on with more elaborate departures from truth in the future. He cannot tell by reaction whether others knew, but somehow he assumes that because he was not "called," no one suspected a thing. Unfortunately, people have a tendency to let character weaknesses go by unmentioned, but they remember them and the net result usually will be one of two things: the truth twister will not go as far in the business as he could or he will be discouraged into leaving.

Exaggeration Discredits You

Business people need straight facts and a straight story. The boss, for instance, does not have time to probe every story you give him. He takes you at face value and believes you unless he himself happens to know something to the contrary. He can detect or get on to exaggeration, however, quicker than any other deviation from fact. Blown-up figures, facts, circum-

stances have a way of coming home to roost. Because the exaggerator is generally a person who likes to make an impression on his audience, he is less discreet than others. Exaggeration becomes a habit with him. There are many ways of debunking exaggerators. They grow so interested in their stories that common sense leaves them. They forget that someone else may render the same account in a different version. When people are recognized as exaggerators, others do not fully accept any statement they make. As circumstances add up, people eventually lose faith and trust in them; they lose a confidence that can never be rebuilt. Behind the exaggerator's back they make fun of him.

Destroyed faith and trust follow any breach of the truth. And still some few people feel that they get away with it!

Twisted Facts Are as Bad as Lies

Sometimes, in self-protection, a fellow will hold back essential facts or purposely create a false impression without saying as much in so many words. These ways of twisting facts are both insidious, since later he can cover up: an "omission" can have been "forgotten," and, of course, that "impression" was not "intended," for he did not "say" that.

Turning facts around is another vicious departure from the truth: saying that you said what someone else actually said or that you did what someone else did.

A large portion of this is almost unconscious. A man does it to make a point, build a good story, sell a bill of goods. In most cases, there is absolutely nothing malicious to it; he wants only to make a good case. But it weakens him in the long run; it comes out in the wash in the same way as exaggerations or lies. He discredits himself and, even though he is smart and able to move along through sheer ability in spite of his lies, in the end he loses the biggest selling job—himself—short of the top.

Some Deviations from Fact Are Hard to Pin Down

Alibis are among the hardest inaccuracies to put your finger on—why certain jobs failed, why production is poor, why reports are late. They sometimes stand a man in good stead for a long time for the same old reason that the boss and others have no time to check up on his statements. Eventually, a man does get the reputation of being an alibi artist, though he may never be aware that people are on to him. In fact, he may want so to protect himself that he will come to believe his own alibis; he will not be intellectually honest even with himself. The alibi artist is hard to pin down; he may be extremely versatile and have a "new one" for you whenever necessary. But everyone from the men to the boss wants a straight answer, not an excuse. Eventually, the alibier destroys himself. People no longer ask why; they judge solely on performance, regardless of even genuine excuses—the legitimate excuse looks like the same old story. So if performance is bad enough, out he goes, willy-nilly, and if he stays until he dies, no one trusts him.

Rationalizing is another hard-to-nail-down form of lying. The rationalizer gives a "good" reason or a "good" answer but not the "real" answer. Destroyed faith in industrial management goes back in some measure to "good" answers: union shop committees feel hurt, they actually do, because management acts as if the employees had no sense. Workers in business and out of business have plenty of sense. They are not fooled. Sometimes the "good" reason stops them because deficiencies in education or technical knowledge prevent their giving the lie to a statement. They somehow feel that you are not treating them on the up and up. It is a mistake to invent reasonable answers; they really do not go.

"Good reasons" are difficult to check because you cannot know what is in the other fellow's mind or what he believes.

Good Liars Are a Rarity

You cannot do business with a liar; he is a despicable individual. A pigheaded man you can get next to somehow or other, but a liar is impossible. He defeats you. You cannot discuss matters with him, for he invents lies to win his points. You cannot use a third party for intercession, for he will lie to the third party.

Fortunately, there are mighty few good liars in business. A liar is likely to be a rank amateur whose face flushes slightly or eyes shift or voice changes perceptibly or Adam's apple bobs up and down. For most people, fortunately, do not like to lie; it goes against their grain. What queers most liars, however, even the crass, cold-blooded ones, is the matter of memory. A liar has to have a remarkably long memory or he will slip into the truth or invent another story to replace the one he has forgotten. So most people do not get away with lies. Accidents happen; someone else knows different circumstances; another person tells a different version. The good liar must have a phenomenal memory, something few of us have. So, whether he knows it or not, he is generally tagged properly by those who have known him for any length of time.

Departure from Truth Grows as a Habit

Covering up and a disregard for truth are like a habit-forming drug. The more you depart from the truth, the worse you get. The habit grows on you largely because no one is there to check it but you, and you derive protection or satisfaction from your expedient. Knowing how wrong the habit is and how false is the feeling of safety from detection will help check a ruinous habit.

If you let the slighest departure from truth escape you, it will grow, sure as fate. People will pass you by. They will stop consulting you or checking with you, for they will feel it is no use. They know they will not get a straight answer. Good jobs

will go to someone else, and you may wonder why you do not get promoted.

Simple, straight facts are the best device, come what may. Stick with the truth in all of its qualities, and you will not become involved in an insidious habit. People admire and respect the man who is not afraid to take the blame, who does not try to alibi out of it. They trust an honest man and are loyal to him. You cannot help fearing a liar, since he is likely to say anything.

HIGHLIGHTS OF "KEEP IT STRAIGHT"

Exaggeration discredits you

Stick to facts

Twisted facts are as bad as lies

They weaken you, too. It all comes out eventually

Alibis hurt you in the long run

Give the real answer

"Good" answers are baffling but short-sighted
People have confidence in the man who tells it straight

Form the habit of telling the whole truth

Departure from fact becomes a habit
Liars must have phenomenal memories

37. Time Your Shots

Timing is as important in business as it is in any sport. In baseball, a powerful swing, a good eye, and strong wrists are worth mighty little if you swing too soon or too late. You can have a knockout punch in either hand, but it won't be worth a great deal if you swing before you have an opening. In football, a dead-eye, sure passer is helpless unless he heaves to a man in the open. In business, as one small example, a new machine may be just the thing at one particular time and not worth considering on any other occasion. A good time for it might be when the other machine is fully amortized, when taxes do not penalize capital expenditures too much, when business is good, and when the old machine is doing a poor job or requiring excessive repairs. If any one of those circumstances were changed, disadvantages could easily outweigh advantages. On the other hand, if any one of the advantages of purchase is strong enough, it could outweigh all disadvantages. A bad time for it could be when delivery time is too uncertain, costs too high, business poor, etc.

Good timing indicates good judgment on your part, poor timing the reverse. With good timing, your chances are immeasurably greater for accomplishing your objectives and with a minimum of effort. Poor timing brings refusals and, if indulged in frequently, will discredit all your efforts. Take the simple matter of requesting a wage increase. Ordinarily, you shouldn't have to, but if your organization requires prodding, the timing is even more important. If business is poor, then be sure that your accomplishments or added responsibilities are sufficiently heavy to justify an increase. Even that may not

be enough. Your boss may be a man susceptible to most of the foibles we mortals are heir to. If he has just had orders to curtail or retrench, if something has recently gone wrong and you are involved, if he has had an upset at home, any one of these circumstances could chop you down without the increase. On the other hand, if you wait until he is in a receptive frame of mind, until just shortly after you have done something outstanding, and you catch him when he has time to listen to you without interruption, then your chances are much better.

Bide Your Time

Impulsiveness is no good. After all, it is the accomplishment that counts, not how you feel at the time. The same goes for a hot idea. If you enthusiastically run to the boss with your idea and he knocks it in the head merely because you have not timed it right or thought it through, you have the whole job to do over again, with resistance already built up against it.

"Rebukes," "discipline," "correction," and "improving" come up frequently in these chapters. They mean a great deal because they must be carried out successfully. For rebukes and discipline, good timing is of the essence. In the first place, you must cool off; at the same time discipline must be administered close to the time the act occurred, while the person can feel the importance, remember details, connect correction with the deed, not feel you are persecuting him needlessly, etc. It is a sad mistake to "save" until the fed-up stage and then let loose. He becomes indignant because you built up these cases, and he develops an attitude hard to change.

You might put it this way: strike while the event is hot but you are not.

Praise and congratulations work in the same order. A man most appreciates recognition rather close to the time he did something but not so close that he is flushed with the achievement and your words merely blend in with his joy of accom-

plishment. If you will let a short time elapse, but not so long that the event is cold, and then tell him what a good job he did, he will have a double stimulant: the deed itself will have encouraged him and your added words will be a second lift.

Watch for the Right Conditions

We have recognized before that all men do not go by the book. In fact, we have considered the sad truth that everyone does not fight according to the Marquess of Queensbury rules. If your boss is a moody cuss and does not display that evenness of temperament recommended for all good managers of men, you might as well be smart and act accordingly. Watch his moods. Help to make him feel sympathetic toward you before you make your suggestions. In something you think should be done, make sure that the time is ripe before approaching him. If production has been bad, if you have pulled a boner, or what, let it die down. Naturally, the same goes for those who work with or for you. When you have some proposition they may not like, see that they are in the right frame of mind and are receptive first, either by kidding or helping them in some rememberable way.

Circumstances must be right, too. Of some facts you may not be aware, and you may not get the entire picture of why you were turned down. If that is the case, and you are convinced of the desirability of what you want, let it rest for a while. Put it in a mental or written "tickler" file. Then when you bring it out, try to put a different twist to it or associate it with changed conditions so that you will get a fresh hearing. Some companies do not like to pioneer new ideas. They prefer that others do the exploratory and development work so they can be sure that the proposition will work. If you can then point out how other places, people, or industries are successfully adopting the proposition, then dust it off anew and go ahead.

Conditions are always changing. What will not go at one time might be just the thing a year from now.

Time Your News

Those who know people consider the timing of news as most important. Bad news, such as a wage cut, the need to work under unfavorable conditions, the criticism of something gone wrong, should be posted or told people at specific times in the day or week whenever possible. The end of the week is a wrong time to give out bad news. People go home and brood over it. They may spend the week end in worry rather than in recreation, or in looking for another job instead of freshening themselves for the coming week. You may spoil their week end and make them start the coming week with a sour attitude toward everything. Bad news should be handed out at the start of a week so that people can work it out, get over it, and forget about it by the week end.

Timing in the day follows the same line of thinking. If bad news is given at the end of a day, a man will go home and seek sympathy there or brood until he stirs up trouble at home. If he hears in the early part of the day, he has a chance to work out his feeling and the recollection is somewhat dulled by the time he goes home at the end of the day. Generally, the morning is the time for bad news.

Good news works in reverse. Tell people good news or post good news on the bulletin board toward the end of the day. Then a man goes home feeling exceptionally good toward you and the company. He feels all the better the next day. If he has his good news in the morning, however, he has worked until he has consciously to recall the praise or raise or promotion at the end of the day, and exhilaration is considerably lessened. The week end is also, then, the time for good news. He has a more pleasant week end, a much more vivid recollection of all circumstances, and he will more likely talk over all

details with his family. It makes sense to give good news as close to the last working day and as far into the afternoon as possible.

Time so as to Capitalize

Business is essentially, and in most cases healthfully, competitive in all aspects, within the organization as well as without. You compete with others on the same level and even with both boss and subordinates. Everything you do adds into your competitive score. Make good on what you do. Everyone has good days and bad days; weeks when everything goes well, weeks when nothing goes well. When you are in the doghouse or having a bad run of luck, lie low. That is the time not to stick your neck out. Let the other fellow have his day. A military campaign is comparable—those on the attack keep going as long as they can keep the other side off balance and on the run. The defenders save their strength, let the attack exhaust itself, muster their forces, organize their reserves, and then blast into a counterattack when the other side looks exhausted, off balance, or has supplies too far extended.

Capitalize on your achievements. Success in business is the process of acquiring more responsibility through capacity for accomplishment. Some misguided souls lose all the good effects of what they have done by resting on their laurels once a good job has been done. Their attitude is negative; they believe that if you keep doing something really good once every so often it is enough to get ahead. They are all wrong. The idea is to compound successful jobs, at the same time using them as a lever for furthering one's career. If a number of good jobs have been done with no resultant increase in responsibilities, don't hesitate to ask for more responsibility in the wake of your most recent achievement. Recognition of merit is part and parcel of competitive business. Capitalize on your own and force the issue if necessary. If turned down, come back

again at a later time after a new series of completed, good jobs.

Cash in also on the mistaken judgment, errors, jobs poorly done, slowness of others. In comparison with your work, these jobs will show up. If you are dealing with associates or subordinates, their errors will slow them down, make them more cautious, and tend to make them look to you if you have had a succession of achievements or straight steers on what should be done. So in timing, watch out for the other fellow as well as yourself. As mentioned in the section on earning respect, your being right often enough will have its effects. You can time your correct judgment then to help you get done what should be done and lessen resistance on the part of those with whom you do business. For instance, suppose a department head has little interest in safety, despite hazardous operations. He will not enter wholeheartedly into contests nor try to whip up safety consciousness in his men. Sometimes a serious near accident or a succession of small accidents will provide the timing for shooting in a full-fledged safety program.

HIGHLIGHTS OF "TIME YOUR SHOTS"

Timing is indicative of your judgment

Bide your time—cool off before disciplining

Watch for the right conditions

Time your news

Bad news in the morning and early in the week
Good news in the afternoon, at the end of the week

Time so that you will "cash in"

Lie low when all is not well
Capitalize on achievements
Time according to the other fellow's blunders

38. What About Push?

Aggressiveness tempered with common sense is what you need in business. From your own private life, you know that you get no results and no action unless you push. You also know that if you push too hard, the other fellow gets his back up. Some service concerns, like laundries and stores, wait for you to push in the hope that you may forget or may drop what you are complaining about. If you do insist, however, they will produce. Business in general is much the same way. Push is tied in with forcefulness and persistence; if you lack these, your future is definitely limited. They can be developed, though, if you have the intelligence to use them properly and the will to see it through.

You Need Push if You Will Progress

Push is one way of attracting favorable attention, if accomplished in a pleasing way. You can define push as "stimulating action," the insistence by means of which you get things done. You arouse attention by insisting on seeing people, insisting that they move, persisting in getting action. In selecting prospects for promotion, those in authority pick the man with a solid record who has attracted *favorable* attention. They want a man who gets things done, a pusher—as long as he is not obnoxious in his pushing.

Push is what it takes to get plans and ideas through. You cannot in any phase of life merely propose a change and then sit back, expecting it to go through. An amazing example of this is in the Training within Industry programs developed by industrial leaders and carried out by the Government for

industry during the war. These excellent programs, among which were Job Instructor Training, Job Methods Training, and Job Relations Training, were developed by industrial experts for industry's benefit in wartime. The half-amusing fact, however, is how industry received the program. Special agents of the War Manpower Commission spent months selling the program to industry. They made two, three, and four trips to the same company on one particular course. Why? Industry had to be shown. It was suspicious of the value of a government-conducted program, uncertain of benefit, and so unwilling to accept on faith. The same is true in all programs, and naturally so. Who are you, regardless of your position, to expect people to follow what you say merely on your say-so? You have to prove, pursue, prod, and push.

Businessmen are cold to change when results are uncertain. They have bitten before and have been stung. Anyone hates to change a winning game. If things are going all right now, why change? So you need push because sometimes your logic, though sound to you, is not overwhelmingly convincing. The other fellow sees objections. The push you have in urging acceptance of change, whatever it may be, will sometimes carry you over the other fellow's uncertainty. Sometimes he does not take the time to think your proposition through and just hopes you will forget it. If you push hard and often enough, he may yield on your conviction, still without having thought it through. But use this device only when you are certain that you are right, that what you propose is good.

Follow-up ties in with push—one depends upon the other. Follow-up without push, for example, is weak. Follow-up in itself needs forcefulness behind it; otherwise, it becomes only a checkup. People catch on that you don't care too much or are not pushing too hard. They do not mind your inquiring about status; they are glad to give you an answer, reasons, excuses why the status has not changed since your last inquiry.

No, your follow-up needs the "kick" of force and push if you would do any good.

An Unforceful Plodder Gets Nowhere

Did you ever stop to think that with each progressive step in business your success depends less upon what you do and more upon what you can get others to do? This means push. The man who must handle all details himself and who cannot get help from others is extremely valuable, perhaps, but his goal should not be set too high. You have case after case in business where men fail because of inability to delegate work and lack of forcefulness in pushing. Some delegate but fail to get results from the one delegated. It all adds up to a man who works best by himself.

Some types of plodders can delegate all right, but they are too good-natured, too agreeable, too reasonable. You must raise a ruckus somehow, pleasantly in method but undoubtedly disturbing in results, if you would stir people. You do have to bother people, upset routines, if you would achieve results. Those with too much patience who accept all sorts of flimsy excuses or shallow reasons lack the push to get things done.

Boost Rather than Shove

When you shove too hard, you may be stopped cold in your tracks. Other people won't stand being pushed around either. If you see that you bother people too much by your pushing (and you must stop every once in a while to take stock), slow down.

A few managers or department heads grow uneasy if they have too much of a pusher under them; they will get rid of him sometimes as an ease to their worries. They come to think that the alert one is after their jobs. That brings us back again to the question of knowing people and the best way of approaching them.

If you "boost" in your pushing—helping along as well as getting things done yourself—you will find the going easier.

Use Judgment and Timing in Your Push

Pushing can degenerate into a hard shove or it can be forcefully present in the background with sweet music in the front. Let people know what you expect, but instill in them a desire to do for you. Your follow-up may be done in a very nice way until you feel certain that you can get results in no other way—then off with the kid gloves. Use judgment and individual treatment in your push, too. In other words where compliments work, use them; where kidding or ragging are best, try those. Where toughness or forcefulness are the only answer, that is it. Be as versatile as you need to be, keeping in mind the end of "getting things done." It is pointless to use the same approach on a man who needs numerous reminders as you use on the one who acts immediately.

If you sense too much irritation of a nature that will hurt you, slow down. Back off and wait for a better time or interpose a more pleasant interlude between the present irritation and your next piece of pushing.

Unadulterated push is too obvious. Humor adds a toupee to the bald fact and makes it look better. Kidding takes the personal pressure off and leaves it less serious, less a fact that you are trying to make someone do something. Another respect in which judgment enters in is in connection with the spirit of the company. If you are in an outfit of pushers, you should push hard. That is the way they do business, and they understand you when you follow suit. If you are in a more easygoing, "genteel" concern, you will need finesse. What that involves is only a little more camouflage, softening with nice words, prefacing your forcefulness with an appetizer.

In the general process of "needling," "lighting a fire under," "sticking a pin in," or whatever you care to call it, the boss

sometimes needs a little push if you are to get action. No one from stockholder and chairman of the board down to scrubber has many absolutely clear decisions he makes by himself without a check. So they all have to needle those with whom they check. This takes more or less of that finesse, depending upon who is being pushed.

HIGHLIGHTS OF "WHAT ABOUT PUSH?"

Push gets results

Be as unobnoxious about it as possible
Be persistent
Be forceful

Boost rather than push

Be ready to help even as you push someone else for action

Use judgment in pushing

Vary your approach with the man
Be careful not to irritate unduly
Use humor or kidding where they will help
Fit in with the degree of push used generally in the organization

39. Develop a Tough Mind

All good leaders are tough-minded—their answers and decisions depend on facts and not on inclinations. They are swayed by what is right, not by what people want. They sometimes compromise a right because it is wise, but the compromise will come through choice and not through soft-mindedness. But as in other aspects of business development, a man must develop so far and no farther. He must grow tough-minded but not hard; he must think straight but his thought must be tempered with a consideration of people.

Overcome a Temptation to Please

Business has a certain percentage of so-and-sos, but on the whole businessmen are decent folk who like the respect and affection of their fellow men. Most of them want to be considered good fellows; they do not want to be thoroughly despised. Hence doing what others *want* is a temptation.

Since you know that you build loyalty through supporting and backing your men, you are inclined to do what they want sometimes, regardless of merit. You also want to please the boss and help him as much as you can. Sometimes, accordingly, you would like to agree because he wants something. And a like feeling goes all along the line.

A tendency to please is really "personalizing." You are necessarily affected by those with whom you associate. Even if you disagree, you may not disagree as heartily with some as with others.

The symbol—tough-mindedness—is essential to business

success. You must separate personalities from "rightness." As you grow objective-minded, you must develop a toughness that tops the softer, easier trait of pleasing. Being tough-minded hurts, for you know that you must necessarily turn down what you would personally prefer giving. The compensation comes in knowing that what you have done is right and much wiser over the long pull.

Expediency Is a Mistake

Men in business occasionally take the expedient course—they do what looks right at the time—and nine times out of ten regret it. When you act according to expediency rather than policy or principle, what is right one time is all wrong the very next.

When you are faced with a decision, remember that what you decided at one time you will always be expected to do; what you do for one, others will expect.

To avoid the perils of expediency, ask yourself first of all if the answer is right. Is it based on a good, sound principle which can be followed at all times? Then, will your answer always fit other occasions? For instance, suppose you have a man who stays out when he pleases. You warn him that if he lays out once more, you will have to let him go. Are you prepared to follow through, for you never make a threat unless you are ready to carry it out? Then, are you ready to carry out your threat as far as others are concerned, or do you have one or two skilled men in bottleneck operations whom you couldn't possibly let go without a replacement? If the latter is the case, you still do not dare make the threat, for what you do concerning one man you must be prepared to carry out for all others. If not, you are discriminating. Your next question somewhat in line with the above is: are you setting a precedent? Are you doing something you will be expected to do in the future? You can escape from precedents, certainly, and you can change your

policies. But it is always difficult. And if you say you will do something in one case, you will be expected to do the same if like instances arise.

Others Count on Your Word

A man who shifts from one decision to another is not of much account in business. People expect him to mean what he says and to do what he means. So avoid, also, snap decisions in which you give an answer because someone wants something. A snap judgment means that you have not thought through all the implications and that you pick an answer out of the air either because a fellow wants a decision right away and you do not want to make him wait or because you want the reputation for giving quick decisions. You are smart if you stop to figure out how the request will work under other circumstances.

A tough-minded man will not let himself be pushed into an answer nor will he jump when someone cracks the whip. He will make sure that he finds out all that is involved before he gives his answer. Thereby, he stays out of trouble, for people are certain that when he gives his word he is right and will deliver.

The namby-pamby who tries to straddle the fence is a soft-headed individual who is afraid to give a straight answer or is afraid that what he says will be wrong. The tough-minded gentleman thinks it through and then is ready to stand on what he says—and he will make few mistakes.

The snap-judgment man has to jump up and down like a jack-in-the-box and continually change his mind according to how the wind blows. He is continually in hot water, for the odds are that his decision is wrong and he will have to keep on changing it. No one can depend on what he says. If he were tough-minded and stood with what is right, his first hurdle might be high, but the rest would come successively easier, resistance would be progressively less.

Tough-mindedness Hurts but Has Fewer Kickbacks

What the tough-minded person must do in developing an objective attitude to his decisions is to measure values. You cannot please everyone, no matter what you do. If you can measure according to the greatest good for the greatest number and the least harm to everyone as a group, you have a fairly good measuring rod. If you figure according to the greatest good for the organization, you are again treading the right path. You always think in terms of what is best or what is right, over the long pull.

Some are bound to be hurt. You cannot duck the fact. If you simply ignore those who do not like the answer, you are likewise weak rather than tough. The tough-minded man expects opposition and understands it. He does not try to shout it down. Once he makes his decision, he does everything possible to ease the shock. His attitude is kindly and understanding, for he has the assurance of rightness behind him. He will take pains to explain in detail why the answer is necessary. Whenever possible, he will do the explaining in person to all who are affected. Furthermore, he will go out of his way to help the individual and see what can be worked out within the bounds of policy, not at the expense of others and not at the expense of his prestige or respect by the group as a whole.

Learn to Disagree and Gain Respect

People respect the tough-minded man who goes according to the code of right and who acts on principle rather than intuition or prejudice. On the other hand, people also respect their own ideas and like to see them put into effect largely because the idea is their own—a child with merit whether he be good or bad. So a man must use common sense and judgment in saying "no." There can be no reflection on the person himself. Whether wild as a March hare, his idea still has some merit. Here objectivity or the impersonal end again comes in. The

man is never wrong nor *his* idea absurd. The fact is that the circumstances make it impossible for the idea to be put into effect. You would like to do it if possible, and you appreciate his reasoning. Then state the circumstances making it inadvisable to go ahead. Sticking a pin in someone else's baby is apt to cause trouble, so use tact.

The man who can learn to say "no" and express his ideas impersonally will go far. Disagreement cannot reflect on the other person. It must be factual. It is even possible to admit the merit behind another opinion or to say that it is true or that he is right—*but* the factor making it advisable to take another tack is, . . . etc. Then you salve his pride, keep his judgment sound, reduce his opposition, and still make your point.

The answer may be prefaced and softened, but there can be no doubt in anyone's mind as to how you stand. Your tough-mindedness must be so definite and sure that there will be no misunderstanding or guess work as to what you mean. You should be friendly but firm and sure. Otherwise, you can be thought of as a mealymouth who will not tell a man where he stands.

Hold to the Middle of the Road

The tough-minded leader will be no more swayed by fads and appealing ideas than by personalities. He risks being thought an old fuddy-duddy for the sake of soundness. Just because others are going in for loud-speakers throughout their buildings, teletyping, golf teams, summer camps, three-dimensional painting, etc., he will be hardheaded enough to examine all factors in connection with his own place or department rather than be carried along in the stream.

He is progressive enough so that he will adopt an idea whether others do or not, but he will not go in for any change merely because it is the style.

If you can accept all this on faith without having to be burned to find it out for yourself, so much the better. Almost every concern has its skeletons in the closet: expensive band instruments in the attic, sixteen-millimeter motion-picture machines reclining unused in some closet, white elephant machines purchased to make an item that never clicked, fancy paint jobs which had to be done over to remove the bilious effect, etc. If you are tough-minded in the beginning, you save a lot of ragging, embarrassing questions, and needless cost.

Your job is to put on the brakes and prevent any unsound practices, purchases, or what not from going into effect. If you have no authority to prevent, you can still squawk, if you are tough-minded. By being hardheaded often enough, you will make a name for yourself and be listened to more readily. The tough-minded man will not mind sneers, names, or criticism if he feels he is right and is sticking to the middle of the road.

HIGHLIGHTS OF "DEVELOP A TOUGH MIND"

Overcome a temptation to please

Expediency is a mistake

Is a sound principle behind your decision?
It it right?
Will your answer fit other occasions?
Are you setting a precedent?

Others count on your word

Avoid snap decisions
Don't let yourself be pushed—take time to think it through

Tough-mindedness has few kickbacks

Learn to disagree and gain respect

Never belittle
Be impersonal
Be firm without malice

Hold to the middle of the road

Be firm against fads
Act because it is right, not because others do
Prevent unsound practices

40. Keep Up with the Times

Most of us go through critical stages in life, and somehow we never realize that a crisis is there—no one tells us. Yet each single crisis can mean the difference between a mediocre career and success. We come again and again to the time when we feel we have learned as much as we need. Some reach that point in grade school or high school, a time when they have learned enough to get along. All the rest is so much rot, book stuff that has nothing to do with the actual problems in life. They quit learning and even stop developing. Some never get going again; others lose valuable time. Further along, a man frequently feels he knows plenty when he has mastered a complicated machine or learned to run a small department.

A good bit of the trouble lies in mental laziness. A fellow feels that when he has done so much it should be enough. The "bug" is even worse when a feeling of mastery makes the man think he knows all that is to be known about the machine, job, or business.

So the disease strikes at many stages in life. Men in the armed services could, with reason, come out feeling that civilian life is simple after mastering bomber piloting, signal corps radio, submarine engine repairs, radar, etc. But there are many more complications in business besides the skill involved in a single operation. A great deal of the mastery of success is in preparation for what lies ahead.

"Assistants" of one sort or another, from an assistant straw boss to an assistant to the president, are among the most prominent victims of the "learned enough" disease. In many instances they feel either assured of stepping into the boss's

shoes automatically or so hopelessly walled in that "what is the use?" In both cases, they are wrong. It is appalling the number of times companies have to search on the outside for key management timber merely because material in the company has failed to develop or to keep pace with the times. Assistants so often overlook the fact that, in all companies, the top executives are constantly searching for men to bring along. In most cases, the man's attitude, performance, and ability count more than his position or background. In the majority of cases top men would much rather pick a man from within the company. Time and again, when openings take place, management probes all though the organization, considering the "wildest" possibilities in order to keep promotions inside the company. Assistants who have fallen into a rut are seriously talked about but frequently passed over. They simply have not grown.

Another dangerous stage comes when a man has mastered the job or department he runs. Frequently, he will work day and night until he is on top of his job. Then he relaxes and merely runs his job. That is why a man should have definite goals in mind. Then, too, an attitude of mind or a state of thinking must be developed to offset the temptation to lie down when technical or personnel problems are whipped.

In so many different ways it has been said that a man cannot stand still in business. Everything is moving—either growing or dying. That fact is somehow true of all things, and men in business are prime examples. As soon as they stop developing, they begin falling behind. Someone either passes them by or they find themselves let out much sooner than should be.

It takes constant fighting to keep growing. Until you establish a growing habit, it is much easier to relax on what you have already learned. Change in itself is disturbing. Primitive peoples feel so strongly about their old ways of living that they set up taboos against change—that is why they stay primitive.

As you keep on operating in the same old way day after day and year after year, you wear your way deeper and deeper into a rut so that it is harder and harder to shift. In some instances where that is the case, an attempted change would be unwise, for a readjustment would be so upsetting that you would be better off staying as is.

It isn't all our fault that we have trouble growing. Many of our jobs are pretty well set up so that we feel we can do little about them. Another problem is that when we have hot ideas the boss tramps on them, puts the damper on change, and we get discouraged. As we have mentioned from time to time, even when we have the desire to improve and keep growing, the setup in the organization may make it hard to do so.

Although continuous growing is no easy matter, it is a most important phase in developing leadership. If a man does not grow personally, he will not be ready for that next opening. He will not be considered for bigger jobs. When the old mossback leaves, the young mossback will be unable to revitalize the organization. The alert man will know how to proceed because he keeps up with what is going on. This takes reading, talking with many different people, being in on "the know," and above all—thinking.

If you are in a small shop, working in a small town, or on a routine job, it is indeed tough to keep up with what is going on. When you see the same people and face the same attitudes again and again, it takes more than mere courage to retain a changing approach. Get out of your daily atmosphere occasionally. A visit to other companies, a trip to a convention, a fishing expedition, almost anything that shifts your perspective will help. This must be planned periodically if it is to do any good. One such fling has only temporary benefits; it is only a shot in the arm.

Above all, keeping up with the times necessitates putting into effect what you think and learn. Otherwise, ideas dry up

and die. By all sorts of small stunts you can do this: proposals to the boss, little changes in your own job which hurt no one else but show that you are on your toes, discussion groups, etc.

Maintain an Open Mind

In any line of business, one of the curses is the attitude that "We always have done it this way"; "We tried that once, but it did not work"; "This is the way we operate, and it works"; "If you do not like the way we do things around here, go somewhere else." In these days of change, it is more a wariness of what may look as if it will work but has failed before. The old, died-in-the-wool, no-change artist is a rare bird, but even the open-minded man has been burned by new ideas that looked logical on the surface. So we have the job of not only keeping open-minded ourselves but of selling, persuading, cajoling those with whom we work to try new ideas, even when something like them may not have worked when tried before. So much success in a new idea is in how well everyone is sold, how fair a trial it gets, the circumstances at the time of the trial, and how much backing the idea gets from the top. A suggestion system, for example, if favored by the personnel department alone will not have the backing of everyone in the organization unless a real selling job has been done. If that same idea is favored by those who have to put it across in each department, it will go over. Also, if the boss man is solidly behind the notion, his organization will try it out more heartily, will be more tolerant of the kinks which must be ironed out, and will do a better job of publicizing it and encouraging members to hand in their suggestions.

Look for Improvements

If a man has an open mind, he is at least receptive to improvements. That is a starter. A better guarantee of continued growing, however, is to be on the lookout for improvements.

Popular sayings become catch phrases and are consequently misleading, since people stop thinking about the meaning and blindly adopt the saying. "The one best way" is such a saying. Actually, there is no "best" way. Improvements are always in order. There is no such thing as perfection; we are always on the lookout for a better way.

The man who takes his job with the attitude that everything can be improved about that job is a good prospect for coming along. Those who start in business and those who have studied business in school can easily form the impression that the big job is to master what has been done and carry through along those lines. That is wrong. All approaches have their weaknesses and are subject to a better way. Short cuts, simplification, more information—all are in order.

The most routine job, whether elevator operator, accounting, trucking in the mill, or what, might be improved. No job need be a dead end if the man has imagination and push to get his ideas put into being.

Ideas have a habit of snowballing. Once a man begins to think about improvements, his mind becomes more active and he naturally figures out better methods, cost reductions, clearer analyses, corner cutting changes, etc. If he can develop this frame of mind, he will keep on growing. His work will become more valuable to his organization. Sometimes his first notions are wild, but no one hits the bull's-eye every time, and with practice his thoughts come down closer and closer to earth.

HIGHLIGHTS OF "KEEP UP WITH THE TIMES"

Keep growing

After you leave school
After you become an assistant
After you master your job

Change your emphasis with the times
Get away from your job periodically

Maintain an open mind

Don't be afraid to try
Do a good selling job

Look for improvements

Every job needs improving
Find a better way
Keep your feet on the ground
Ideas beget ideas

41. Learn Persuasion

Now that the era of business dictatorship is past, a different method of handling people is necessary if business is to keep from slowing down or losing ground. The transitional period of today is hard to take for many old-timers who are used to saying "do" something and considering it then the same as done.

In fact, the entire machinery of business runs counter to the newer requirement of what amounts to persuasion. Machines, figures, materials, finance are matter-of-fact rather than "persuasive." You write a set of figures down and that is that. You turn a lever or push a button, and the machine goes. Your materials are objective; you classify and test them in your operations. Only in the last phase of the business cycle has persuasion been an old story—in selling.

In their dealings today the financial and production ends of business must learn persuasion. One step in that direction came with staff organizations of specialists in larger companies, experts in particular fields who have no direct authority. They have a persuading job or they shrivel into "paper" organizations. But your supervisor, on the firing line, has generally been a fellow from the ranks to whom persuasion has existed only in an unrefined state. He knows few of the basic principles unless he has absorbed them in contacts or has been a natural sales type of man. The same weakness has prevailed in the even colder business end of the organization.

Since the coming years will probably require still more persuading, the rising business leader would do well to investigate methods for developing a persuasive approach.

Use Facts on the Boss

Within moderation, you can persuade the boss by appealing to his interests, but he is generally a less emotional type of person than those who work for him. Cold calculation is one of his traits in the majority of cases; he must be objective. Anything else spells trouble for his organization. But if you have an idea that you are sure is a winner and the boss hesitates, you can sometimes make your goal by a subtle reference to the improvement's being a credit to him, to his being the first to see the advantages. He is a competitive sort of individual or he would not be where he is. He may be skittish on any of this pioneering, but he probably likes to be thought of as "progressive" and to have his own particular organization better than the rest. When he talks with others on his same level, he likes to say "we have just installed" such and such. His pride is naturally in doing a first-class job, so you can appeal to that. In all other respects, it is much wiser using your persuasion in a strong story of facts and figures.

The boss is interested in good management. If you can show him how your angle will improve management, so much the better. Make sure that your appeal is based on sound principle and long-range policy as a starter, for that is how his mind runs.

Logic works best with the boss—a convincing array of facts and figures against which there is no disputing. Cost reduction, efficiency improvement, the attainment of sound management objectives are all that he heeds. These have to be right and detailed, or he will not "buy."

Your Associates Are More Self-interested

If you build yourself a strong credit of service to your associates, they will generally accommodate you on simple requests without too much persuasion. Where the other fellow is put to considerable trouble by your request, you will need good persuasion. That the objective is right and should be done will

help in most cases, but even that is not always enough. It helps if you take the time and trouble to explain the reasons and the need.

When all this is not enough to persuade your man, you can sometimes carry your point by building a good story on the importance of what you want. If that does not do, concentrate on the logic of his own particular interest. Tie in your project with his own needs. Try to shape the appeal so that he can see how it will help him. This approach will go a long way if it is true.

Often what you propose is in direct conflict with his interests. Then the going can be tough. Sometimes it is well to get the mutual boss to lay the groundwork for you, but do so only as a last resort. What you are interested in is persuading him without recourse to pressure. If he agrees of his own will, he will feel better toward you and the project. The device of anticipating his objections and answering them in advance is often helpful. Candidly starting out with the admission that this will bear hardest on him in such and such a respect may disarm him. Then, if you can persuade him that, regardless of disadvantages to him, it is right and "for the good of the organization," he will generally capitulate.

Persuading Your Men Requires Versatility

Supervisors dislike "descending" to persuasion. They feel that if they are the bosses, they can give their instructions in a nice way and even ask rather than order, but surely that should be enough. But it isn't. When you persuade, you do not yield authority—that is always with you and useable as a final device if required—you only show what is right. You are giving sensible, intelligent Americans the right of understanding why. In routine work assignments, this is unnecessary, of course. But for out-of-the-ordinary jobs and conditions, it is most necessary, and people are entitled to it.

Use varied appeals as long as each is genuine for the occasion. If you keep harping on the same tune, even though it is a good one, men quickly tire. They begin thinking in terms of their own interests and will buck what you ask. In boxing, if you use one particular punch again and again, the other fellow will be ready. You mix your punches. In baseball, a pitcher with only one curve is no good; he must change pace, mix them up. The same tactics aid in putting across worth-while points. If you stress only one thing, the folks will say, "Here comes the same old song and dance." When you hit at one reason all the time, it generally means that you are not doing a thinking job—and persuasion takes thinking.

Appeal to a man's pride—in his work, his department, and his company—is sound and legitimate. The same competitive approach has effects on men in the ranks as well as the boss; campaigns, publicity, comparison with others are good, solid persuaders. You have to know your men for certainty as to approach.

Adults are almost all overgrown children and they react in much the same way as youngsters. They will take up a challenge at the drop of a hat. "Bill has changed over to the new machine and is making it work fine. How about you, Joe? Do you think you can do it?" Sometimes expressing doubts whether a fellow can do so and so acts as a challenge, and he will take you up on it. Your own ingenuity will find dozens of different ways for issuing a challenge. If that doesn't work, don't argue. Don't press the point. Try some other device. Don't even express disappointment. Drop it at once and take up another type of persuasion.

On the whole people are decent; they want to do what is right. The trouble comes when they think you are trying to put something over on them, for, unfortunately, that has happened to them in the past. So don't try any phony angles. If your request will work a hardship on some people, don't make

the mistake of trying to kid them. Tell them about it yourself—they will find it out sooner or later. If they know in advance, they will not mind nearly so much. If your request will cause hardship, you have a big job of persuasion. You can still use pride or a challenge, but you will probably need more. If the request is fair and right, try that in your persuasion, since people think of themselves as essentially fair-minded. Amass your facts and figures to show that it is fair and not unreasonable, even if it is inconveniencing. This takes more preparation, but, if you can do your job by persuasion and convince the man or men that it is right, then preparation time is well spent.

The pendulum has swung toward the rights and interests of people in the organization, but the company itself has certain rights and needs. These must be impressed many times on people so that they can see two sides. The company's needs in turn can be tied in with the people themselves. Any moves toward increasing the company's prosperity and success benefit everyone in the company by providing security, steady work, better wages, improved working conditions, etc. Supervisors have been loath to talk in such terms, but they have passed up a perfectly sound mode of persuading. Almost everything is a two-way train. In business you have both the interests of the people and those of the company, and they are equally important and interdependent.

Take people into your confidence—it pays. The consideration you show and the mutual responsibility come close to people's hearts. It flatters them and bolsters their feeling of importance. The "we" idea is no fake, either, for you as a person would be helpless without those who do the job. A gratifying fact is that all those in a company feel a distinct part of the organization, and they will feel more closely a part if you will let them. No matter what the business, all members of the organization like to feel pride in what they make. They

see ads by their company; they see products of their company; and they think in terms of "See what *we* make" when they point these out to friends and relatives. Accordingly, if you have a problem or a job to be done, it is something "we" have to do; or "we" shall not let the salesmen down. "We" can do a better job by working together more closely on machine breakdowns, etc.

Use Sales Tactics in Persuasion

Salesmen cultivate the interests of their customers. They use the "you" approach. They think of what will help and appeal to "you." Businessmen will do well if they develop such thinking. One shudders at a number of platitudes in treatises on "how to get along" or "how to supervise" but good, basic common sense lies beneath many of the thoughts. If people have a desire to work with the man who appeals to their interests, then the job of persuading is lessened. If one thinks about you insofar as family, problems, changes, etc., are concerned, it may not work miracles, but it will soften opposition. Successful salesmen make a practice of remembering names and the personal interests of people they contact, and cultivate a real liking for people. It works in other types of business, too.

Coaxing and cajoling must be regarded dubiously but they have their place. Salesmen do not sit on any high horse looking down on their customers. They depend largely upon persuasion. What does the supervisor risk if he uses a persuasive tone of voice and a persuasive manner when behind it all is the final cloak of authority? Some people like to be coaxed. Women, in particular, go much further when persuaded or coaxed than when dictatorially bossed. Kidding or wheedling may be down the list as a means of persuading, but they are disarming and useful at times, too.

The last sales tactic worth mentioning here (of many which can be studied and used) is the weight of reason. People like to be thought of as reasonable. A few are plain stubborn or don't want to do it, but the rest will generally play ball if convinced. Salesmen depend on reason in working up their sales talks. They have so many good reasons why you should buy, so many good answers figured out in advance for all your objections that you are left with only lame excuses. For most persuasion in business, if you can figure out in advance the objections and have the answers, you are halfway through your job of persuading.

On top of this, if you build a detailed list of irrefutable facts, as salesmen do, most of your folks will go along. The trouble has been that in the past business people expected one another to take what they said and not to question. They did not take time to do an intelligent job of convincing. That is the need of today and the future. Labor leaders are using sales techniques today in all their dealings with management. They persuade, build good reasons for requests, say that it will "help" you, etc. They are making outstanding progress, too. If supervisors are to do a respectable job of management, they will have to awaken to these sales possibilities and adopt these tactics in persuasion.

HIGHLIGHTS OF "LEARN PERSUASION"

Use facts on the boss

Convincing facts and figures go furthest with him

Appeal to your associates' interests

Use versatility in persuading your men

Vary your appeal with the circumstances
Try the challenge of competition

Impress people with the company's needs
Take people into your confidence

Use sales tactics in persuasion

The "you" approach induces sympathy
Sometimes coax and cajole, kid and wheedle
Overwhelm with the weight of reason—irrefutable facts are strong persuaders

42. Keep on an Even Keel

The type of people required by business changes almost from decade to decade. The times have a great bearing on the kind of people who make a go as business leaders. For example, there was a time when the industrial foreman was a dictatorial sort of fellow who ruled people with an iron hand. He physically beat youngsters who fell asleep during the ten-hour day. We still hear tales from old-timers how, less than fifty years ago, boys were hung from fourth-story windows by their heels until they promised to snap into it, how a fire bucket of water was dumped on a sleeping ten-year-old. Other tales are even more harrowing. About thirty years ago there came a softening of the dictatorship into a more consciously paternalistic sort of world when the foremen did not boot people around but looked after their welfare. This gave place some fifteen years ago to a more hail-fellow-well-met attitude when the foreman was the friend of everyone. Clambakes and picnics came into being, outings of one sort or another. This changing vogue has been vague, with types of approach blending into one another. Paternalistic organizations are still a carry-over in various parts of the country.

Shifts in leadership have taken place largely in response to the coming of age of the working people of this country. Today's better educated people will not stand for high-handed treatment nor will they be told to go to church on Sunday and how to spend their money. Some employees have a better education than those for whom they work. With organized labor as a further protection of the working man and laws for guaranteeing his rights, the employer must be a different type of person.

Today's leaders in business must be of a higher type. Business itself cannot afford slipshod methods of dealing with employees. Business leaders must either adapt themselves to industrial democracy or make way for those who will.

Keep Your Temper

The swashbuckling, cursing, purple-faced bellower has no place as a leader in business today. The day of terror tactics and whipcracking is at an end. Those in responsible positions manage by leadership. They set the example and pace of the organization. Temper has no place.

Even if you could get away with it, best results come not through fear but through respect. (And you cannot get away with it—people today will not put up with being cussed at or even having profanity punctuate a supervisor's sentences.) The indirect application of fear through mental bulldozing does not go, either. If people are afraid, they will not reveal the facts. If they are afraid, they have no confidence and respond only when they have to.

The very display of anger is generally bad. Anger lessens respect. When you fly off the handle, you set up a reaction in the other fellow. He gets angry, too, and no good results.

Sometimes you cannot help feeling provoked. At such times, relieve your feelings when alone. Walk the floor, mutter your imprecations to yourself, or blow off your steam to someone other than the offender.

Learn to control your temper. Master your feelings. It does not come easily, but it is a must. You will avoid serious trouble and further you own development. You know whether you are hotheaded; if you are, please keep in mind these admonitions. Your employer cannot afford to back you up when you do not handle yourself decently in your dealings.

This keeping of a man's temper refers principally to the matter of control. You need not be walked over, nor do you

need to let people get away with what is wrong. It is perfectly all right to let others know that you do not like it. Sometimes people do not react unless they feel you will take some action. Just control your temper and keep it within bounds.

Cultivate an Even Disposition

Few saints walk the floors of business. Men cannot be sublimely even in disposition. They are bound to be affected by knotty problems, exasperating people, or a successful coup.

Try, though, to keep your moods at a minimum. The fellows who talk to everyone one day, walk with eyes glued to the ground the next, joke on one occasion, and snap on the next are disconcerting, to say the least. No one knows what to expect.

Moody Matt is hard on the boss, too. He has little time to cater to prima donnas. He has too much to fuss with in general to spend any amount of time truckling to a gloomy cuss, being an audience to funny men, or calming tempers. If he has such problem men, he finds it difficult recommending them for more responsible positions.

Men with moods are hard to work with. Those who have dealings with the moody one dislike going near him unless they have to. Moods in a man serve as a retarding influence.

Cover Up Your Feelings

If you are easily hurt or thin-skinned, you have two alternatives in business: grow a thick hide or stay away from jobs involving contacts with people and heavy responsibilities.

Thin-skinned people generally personalize. They take refusals as personal. Rebukes seem like a reflection on them. Mistakes weigh heavily. They worry about the success or failure of a job, not because of the job itself but because of its effect on them and what people will think. All this is tommyrot. You are bound to be blocked, turned down, stopped—again and again. That is part of the game; take it with a grin and try

another tack. If they stop you in the line, take to the air or cut around end.

Cultivate the habit of thinking objectively; think of the fact, not of yourself. Let jobs roll off your back like water off a duck. You cannot avoid a feeling of responsibility, and you don't want to. But the world will not come to an end—and it will be surprising how a good night's sleep will help. If you have the persistence, you will learn eventually to keep coming, not to let anything stop you.

Until you can become objective, don't give people the satisfaction of knowing that you are bothered. Here is the place where you must develop a poker face or grin it off, where you control your voice and learn to take it. If you don't, you cannot hope to get ahead.

When people feel that they can depend on you, that you will be always the same, they will come to you with all sorts of problems—as you progress in business. They will turn to you for help and sane counsel.

Business is concerned with people, always. But business is based on facts and objects. Once emotion is out, it is much easier to work out a question. You, too, if you think in terms of facts rather than your own feelings or how something appeals to your own emotions, can do a better job.

An even disposition is worth working toward. When those around know that you will not blow up or crack under pressure, they will gladly entrust you with more. They realize that you will handle yourself according to what is right and sound, not according to the dictates of your feelings.

HIGHLIGHTS OF "KEEP ON AN EVEN KEEL"

Keep your temper

Temper has no place in today's business
Manage by leadership—set the example
Anger lessens respect—fear tactics are corny

Develop evenness of disposition

Conceal your feelings

Think objectively
Do not take criticism as a personal reflection
Let people depend on you
Moods induce distrust
Sameness builds confidence

43. Use a Rifle

SHOTGUNS are all right for small game like rabbits or birds, but in business your game is bigger—you need a rifle. You do no good by spraying small shot around. Business takes good-sized slugs, one at a time. You aim and hit square. You cannot hope to cover the countryside and be effective. A shotgun technique is used over and over again, unconsciously, in business, but the technique is faulty and weak.

Shotgun Methods Are Ineffectual in Business

When you try to accomplish too much at one time, you generally create a jumbled impression and complete very little. Advertisers, for example, are supposed to know more about human nature than other business people except for salesmen. Smart advertisers hit one theme at a time—they want the idea to sink in. Less effective advertisers cover too much ground with a kind of photomontage, but they fall short of their goal. Sales come by indelibly printing an idea, appeal, or desire on the minds of many people so that ultimately they will buy. That is the rifle technique as used in advertising, one strong slug after another in the same place.

If you become a supervisor with problems of management and seek the help of others in your organization, you are wise to bring up problems one at a time. A neater, cleaner, more thorough job will be done by discussing only a few problems at the very most. In the same way, if you criticize someone in your department, hit each point as it arises. If you wait for a pile-up of criticisms and tackle them all at once, your effect will be weakened and you may rouse resentment.

Memoranda should have one central theme or idea: don't try to cover the waterfront with one memorandum. You will end up with a goulash of points hard for any man to answer, and even harder to follow up for parts may be completed and others in process for a long time. If you want to put across anything special, your main points will be buried in the confusion of important and less significant items. Organize your memoranda around a central idea; they need not sound like an order of the day but, when you wind up, there should be no question of what is needed for an answer or what should be done.

In selling, a good salesman may have a complete line of goods, but he tackles his items one at a time, buttoning each up before turning to the next. Only a poor salesman opens a goulash display and tries to sell shoes, socks, ties, shirts, and hats all at one time. Transfer this idea to business and you will see why many dealings fail. The negotiators have too much on their agenda; they want to cover too much ground so they skip over each item without accomplishing much on a single one. In your own selling of ideas and solutions, finish one at a time and go over each carefully or you will confuse, lose your punch, and flop on the entire meeting.

Drive Home One Point at a Time

Outlining became popular in business as a means for shortening work, preventing verboseness, and saving the reader time. Work organizes itself more logically with an outline, but the outline sometimes defeats its own purpose. The popularity of listing a whole group of reasons or points, one under the other, as 1, 2, 3, 4, 5, 6, etc., is undeserved. Brevity lessens the importance or meaning of any one point. The imposing list of points defies you to remember any single one. The numbers cause you to lose interest; they tend to make you skim over the entire list. It is far better to mention one or a few points and hit them hard so that you will make a real impression.

A like approach carries over into other angles of business: concentrate on a few points and make them stick. When top executives make the rounds of their departments, they generally have one central point they wish to make on each round. They make certain that their main objective sinks home. They emphasize it to the exclusion of all else, if necessary. Learn from those who know and do not "shotgun" your work.

Write Effectively

Paper work is a necessary evil, and the sooner you master it the better. Those unable to write coherent or forceful reports have a limited future. Written records are essential, and even in small companies a man must write passably well "for the record." You will fry and stew over reports the rest of your life—and some promising men flop largely on their inability to express themselves in writing.

One point in effective writing is the previously mentioned theme or central idea. Have a point you wish to make in all writing. Head the report with your theme and the sections with subpoints you wish brought out. Underline these at the left-hand margin for ease of reference. Bring out your theme idea in the body; refer to it; make the point stand out as much as possible. Suppose you need a clerk and want to sell the boss on that addition. Your theme and topic heading might be "Clerical Need." Then you concentrate on all aspects of increased work, what it is, how the present force can no longer handle it, how much overwork there is, and conclude that the only solution is another clerk.

The secret of good writing is in giving the other person the impression you wish to make—of hitting the point so hard that he will see it as you do.

Use a Rifle Approach on Assignments

A good prospective executive can tackle a number of assignments at one time. The man who must neatly finish each one

before receiving the next is not much good, for you have to be a pseudo juggler and keep a lot going at one time if you would accomplish any considerable amount of work. Some of your jobs will be stymied for a while; others are more pressing; a few can be completed quickly. Almost everyone realizes that jobs must be done in bunches, but how you attack each is frequently a puzzle. Some believe the answer is a quick dab at each one—a useless method and more in line with the old shotgun idea. Concentrate on each assignment as it comes up; otherwise, you will get very little done. You will be fumbling around, never finishing any one job. Take a good crack at it, then let it rest, but allow yourself enough time to think it out and to get it moving along. Perhaps you delegate part to someone else. Maybe you need information from some other place. At any rate, work at it so that you feel a definite sense of progress and begin to see results. Then, with time, one after another of the assignments will be completed and you can keep taking on new ones.

HIGHLIGHTS OF "USE A RIFLE"

Shoot at one thing at a time

Shotgun methods are ineffective
Don't try to hit everything at once
Confine memoranda to one idea
Avoid a goulash approach

Learn to write effectively

Use a theme idea throughout to drive home your point
Present your thoughts in an orderly way—don't ramble

Hit your assignments hard

Take a good crack at each job as it come up; otherwise, you will never finish anything

44. What About Personality?

A good part of your success centers around your personality—how you affect others. Developing personality is a risky process, since you run up against two opposite and extreme possibilities—building a superficial type of personality which bothers people or a negative type which irritates. Personality differs in everyone, since it grows out of your inherited equipment (emotional and mental) plus your experiences. What guides you best, therefore, is no set formula but rather a set of principles as leads for your own use.

You are never quite certain how your personality functions because results are dependent on others. You have a pretty good idea, however, from objective facts. In a group of three to five, does the one speaking address himself to you as much as to the rest? Do people confide in you? How generally are your suggestions adopted by a group? Are you ever elected to office? How often are you asked to serve on committees? Are you consulted on changes at work which affect you? If you answer none of these questions with a "yes," you should probably be considering what will improve your personality.

A short discussion of personality is inadequate; therefore, this chapter will be largely for the purpose of setting you to thinking about any of your personality shortcomings and planning toward immediate improvement.

Personality Is More Important than Technical Skill

Technical skill is a necessary basis for certain types of work, but many more failures are due to personality failings than to

weaknesses in technical skill. Studies by at least two different organizations show that by far the greatest number of failures are traceable to personality deficiencies. It works out in this way: once you are started on your job, those with whom you work are the ones who determine whether you will make a go of it, how much you will develop, and whether you will get the ax.

Personality is concerned with the impression you make, your success in selling yourself. You need to study your irritations and eliminate them. A large number of failures take place when others simply will not "do" for you. They don't like you—you set their scalp tingling; they have to hold on to keep from sharp answers; they won't do a thing they don't have to do; you rub them the wrong way. Why on earth is it, when others come along and smoothly proceed with what had you on the ropes? It is personality—largely.

Reliance Solely on Personality Is an Error

Those with pleasant personalities generally know it. People like to see them. They are popular. A ready smile greets them instead of a stone face. They are generally thought of as "charming." Naturally, the tendency is to use this patent advantage—all right; but exploiting personality to the exclusion of solid accomplishment and conscientious work is short-sighted.

"Hot-air experts," "glad handers," "charm boys" make a fine first impression, but they wear poorly unless they produce at the same time. You like to be fooled, but you tire of being made a fool of. You quickly tag a lightweight who has nothing but his own delightful personality. You eventually tire of this and want action.

Business has a place for pleasing personalities who are also solid. The one characteristic or the other alone is not good, but the man with no particularly pleasing personality but a knack

for good, hard work will find himself farther along than the "personality boy" who works people instead of tackling work. The combination, however, is unbeatable and well worth striving toward.

Develop Desirable Traits

Practically all phases of personality have come up for discussion in previous chapters. To bundle it all together in one package, business needs types of well-balanced personalities on the definite side but not at the extreme.

Dominant-submissive traits constitute a phase of personality previously discussed in "Develop a Tough Mind." If you would get anywhere in business, you must be on the "dominant" side. Otherwise, you will get mighty little accomplished. You cannot be extremely dominant, though, or you will have your skull whacked and find opposition growing everywhere. You will also be extremely restive under the need for checking with superiors or under the unavoidable awaiting of approvals. You may be quite unhappy because of not "getting things done." Your best bet, then, if you are extremely dominant is to recognize the need for controlling yourself and exercising judgment. If you realize frankly that you are more submissive, you will be happier and work better in a nonsupervisory type of job. However, it is possible to increase your dominance somewhat by centering your mind on the importance of "objects," by doing a better job of preparation, and by increasing the emphasis you use in selling your objectives.

Extroversion is another personality trait desirable in moderation. You can develop a greater tendency toward extroversion by a number of means. First, force yourself to concentrate on others and on objects rather than on yourself or your own feelings. Introverts are unhappy in groups because they think of themselves, feel shy, and are generally uninterested in what is going on. Introverts are poor contact people because they think of themselves and are too thin-skinned. A second means

for increasing extroversion is by forcing yourself to deal more with people and become interested in everything *but* yourself. When you persist, you will find that your enjoyment of people increases and your hide thickens. Straight thinking helps here, too, as with everything—thinking too much of your own feelings and interests represents a one-track mind. You are doing a better thinking job and stand less likelihood of hurt feelings when you consider angles other than your own. Introversion is a little selfish. Extroversion can be selfish, too. The expansive fellow becomes inconsiderate of other people's feelings when he thinks only of his objective and "rides herd" to get it. That is why the emphasis on a tendency toward extroversion instead of extreme extroversion.

Emotional balance as it crops out in your dealings is most desirable. The subject has been treated in "Keep On an Even Keel." Control of feelings enters into personality in that your relations with others and how they react toward you ties in closely with your emotional balance.

Sociability is an aim in itself, for certain types of introverts are sociable. To be liked and to create a favorable reaction you should learn to enjoy talking with all sorts of people, to talk on even terms with everyone without looking down your nose or talking down or being unduly subservient. This, too, takes judgment and thinking.

Overcome Personality Weaknesses

Once again we repeat that people will generally not tell you the truth about yourself. They will criticize your work and try to mold your thinking. Not so your personality! They may urge that you put more punch into your work or that you work more carefully. On the whole, though, business has entirely too few Dutch uncles who will tell you where you are wrong in straight, clipped sentences. You are on your own rather completely in determining your personality development. That old saying, "to thine own self be true;" etc., still holds; see

what the trouble is. If you fall into one of the following categories, do what you can to change:

Superficial. This trait is generally brought about through feelings of inferiority or consciousness of personality deficiencies. Unnatural pronunciation of words and unusual voice intonation are two of the most obvious and grating forms of superficiality. Affectations hurt you in preventing people from genuinely liking you. Since being liked is helpful in the cat-and-dog business world, that alone is cause enough to discontinue putting on an act. Loss of respect is another adequate reason for avoiding superficialities.

Overbearing. This prompts only plain dislike and opposition. Everyone feels himself as good as the next man and does not like being looked down on.

Wishy-washy. Casper Milquetoasts have no place in responsible business positions. A man must learn to stand for what he believes is right. His decisions must be well thought out and firm.

Zero. Many people fall into this category. Here the problem is one of having a blah type of personality with not much individuality of one's own, making no positive or negative impressions on other people. This type of person generally has little sense of humor, is unresponsible and noncommittal, has no great amount of energy, is unemphatic in talk, relatively inactive socially, and is rather colorless in appearance. Anyone's personality lends itself to individual strength in some lines. The job is to exploit those lines and make them stand out so as to create an impression—good spirit, industry, neatness, dry humor, persistence, or what—as long as the end product is a favorable reaction.

Develop a Positive Personality

By inference, most favorable personality traits have come into discussion. Your personality changes from day to day and

from year to year, depending upon your experiences and how intelligently you mold these into your make-up. As you work with others, watch for favorable personality traits: acts of consideration; places where others are firm and where they yield; ways in which they overcome opposition. Steer clear of their own individual techniques, for they probably will not work with you. But *actions* are another thing as opposed to *acts*. Anything you can tie down to a principle or general mode of action is rather safe to adopt for yourself. That boils down to *what* people do rather than *how*—the "how" you perform in your own way.

Broaden your personal contacts as much as possible so as to throw you among more people and more varied experiences. Your personality will develop through people largely—not so readily through things or books.

As you do develop your personality, take it slowly—you can develop no magnetic personality overnight. If you try, you will be looked upon as a phony. Make sure that your change is natural. Be certain that it is part of you and eventually comes out spontaneously. Then you are safe.

HIGHLIGHTS OF "WHAT ABOUT PERSONALITY?"

Personality counts more toward progress than does technical skill

Develop desirable traits

Dominance, extroversion, emotional balance, sociability, all in moderation

Overcome personality weaknesses

Superficiality, overbearing, wishy-washy, zero

Develop positive traits

Follow *what* others do, not *how* they do. Be natural, but develop

45. Play the Game

MANY newcomers in business flop or make themselves utterly miserable by failing to play the game. They come along with their own preconceived notions of how business should be conducted or how they should behave at their work. Business is a game with its own rules and techniques. Within business itself, you can say that each type of organization plays its game with some rules of its own. Even as you do not work basketball rules into baseball, or hockey rules into track, so you must go according to the custom of each individual organization and play the game as played in that company.

Act the Part

Business cannot afford "hams," at the same time requiring that you act the part of the job you are doing. As always, a requisite of a good act is sincerity. When you understand and believe in your part, you can be wholeheartedly sincere. Much of playing the part is getting the feel of it so that you will be at home in what you are doing. Then you will not be a ham, for you will be part of the job you are doing.

Among the most obnoxious people are those who have grown too big for their breeches. If they move from a minor job to one of direct authority, they are bossy, they feel their oats, or they become bigheaded. This is unfortunate, for then associates feel hatred and contempt rather than respect. It is a mistake to "put on." You can be yourself and still grow into your part, if you can only keep your manner, tone of voice, expression, and basic attitude the same. Change rather according to the demands of the position, not according to its increased prestige

or authority. If the *job* calls for this or that, people will not object. In fact, they will understand. But if *you* behave in a superior way, people will say, "He doesn't have to act that way just because he has a better job"—and they will be right. You do see the distinction between growing high and mighty because you hold a certain job as against exercising authority because a job has to get done?

Most top men are excellent actors. They are no fakes, no hams—they live the part. They act according to the dictates of their work, not through any desire to put on an act. When they head up an organization, they accept all the sacrifices that position involves. They make a real and total shift into the part the position requires. In the same day they may have to move in successive steps from one such part to another: kid a man whose boy became a father, criticize a department head for a sloppy job, congratulate a foreman on a good training job, get tough with a man who wants to put a job through without figuring all the angles, compromise with another who wants money for a new installation and who looks to be "thinking rich." All this and much more are part of the executive's game in running his organization. And a typical day may involve plenty more than these items.

The top men are star actors, and you must learn to be a good actor to properly carry out your functions. Act the part required by your position. Frequently it means sacrifices. The fellow who played second base when you were at short is due exactly the same treatment as the quiet little old man whose machine is over by the corner (and vice versa). A jolly joker you kidded when you used to hunt together may turn into the loudest mouthed complainer. Perhaps it bothers you, but it shouldn't, for it is all part of the game and changing interests as each man takes a different role. True, a good handler of people will adapt himself to his new job and retain the respect, if not affection, of his fellows. But the logic of a man's interests determines in

great measure the part he plays. When he becomes a boss over a group of people, he simply cannot afford to horseplay with his gang outside of working hours. It is hard to supervise the man you tussle with, the man who's yelling at you to get the lead out of your feet when you are lumbering down toward first, the fellow who becomes privately peeved if you win too much of his money in a poker game. You are bound to maintain a certain amount of reserve. Unfortunately, considerable truth lies in familiarity breeding contempt. Although it is possible for a few strong personalities to play around with their bunch, it is risky and inadvisable. It means losing fine friends or at least not being as close to them. It also means making a supervisory job easier, for your decisions and actions will be more objective. A man is bound to like some fellows more than others, to find a few whose interests are closer to his own. That makes no difference. He cannot afford to let personal pleasures interfere with his part in the game.

All of this, for emphasis, does not mean being stiff or high-hat or superior. Far from that! Most of your great leaders, as has been pointed out before, are rather humble. They appreciate how little they really know concerning all the varied problems. A man can be reserved and still be as friendly, interested, and kindly as is possible. Only he spreads it over the department, treats everyone alike, and does not favor any few. The part calls for just that.

Change with the Times

Good or bad, we are all certain types. Some of us enjoy working with materials. Others like nothing better than being with people. That same breakdown goes for leaders in business. Some are more studious; they read, work with machinery, or enjoy maintaining good, sound written records. Others enjoy the people they supervise; they spend considerable time talking

with their people and like to walk through the shop chatting with everyone.

Those who like records and the technical end can't see any sense to a lot of the blah in present-day business: explaining so much personally, putting on contests, ballyhooing problems. In reverse, the personal contact boys think that relations with all groups is what makes a business go. What's the use of all the records and forms when you know everyone so well that you cannot miss on anyone?

The point is that in business a man must be many-sided if he is to go far. His part in business involves all sorts of woozy jobs. And the funny part of it is that a man need not be one-sided in either materials or people. Perhaps his interests originally ran in the direction of people because of the influence of parents or childhood friends. Now he has come to like tinkering and is almost afraid of folks because he has grown away from them. As he develops in his part of working more with people, he may go through all sorts of agonies, he may be a silent Sam or feel incredibly awkward, but he will gradually come to enjoy people more and more and will eventually set up a balance between the materials and people as he feels advisable. The same is true in reverse for the jitterbug who cannot sit still long enough to read newspaper headlines. He can cultivate study or tinkering and will eventually find that he enjoys the material in addition to the human side. At different times, business emphasis whips from one approach to another, so be man enough to concentrate on that most demanded by the times.

Those inflexible souls who stay the same year after year are living in a false world. Business does not change just to be difficult. The one immutable law in this entire universe is that of change, and business serves as only one small part in that universe. The business world is a dynamic sort of place in which there is no spot for the unchanging. Young or old, a man must

change with needs of the times. Age frequently has no bearing on a man's attitude toward change. Professor Erwin Schell says that young men of twenty can be dead set in their ways and men of seventy alert to all changes.

A tragedy in business today are the vigorous middle-aged and older men who refuse to change from the thankfully dying, dictatorial days of yesterday. They insist on behaving as they used to fifteen and twenty years ago. It can't be done. The game today demands consideration, fairness, and moderation. Those who cannot change must go.

But the warning includes younger men, too, that they be on their toes for changes in emphasis. For instance, production is no longer the ordinary matter of batting out goods by the simple expedients of feeding in the raw product, adjusting machinery, and crying about quality. Appalling as it may seem, people at all times, and especially today, like the Barnum-and-Bailey approach. They do not react to cold facts and figures. With attention centered on technicolor, radio entertainment, and dance music, why will they be thrilled over anything as dull as business problems? They expect management alone to solve business problems unless management awakens to the use of devices that appeal. So if the times demand ballyhoo, learn to use all of the means: publicity, contests, shows. Yes, and learn how to make interesting, attention-holding talks. It is part of the game and necessary for the times.

In the peacetime, life-and-death competition, the theme is production—then hit it hard. Do everything possible to turn those goods out fast and pare those costs. That is the secret to your profit and your edge over your competitor. It is always what the job and the times require. Fit in, and make yourself part of the setup.

When the time comes to retrench, you will feel wretched. You cannot and must not forget people and their needs. At the same time, survival of your company depends on all sorts of

cost-cutting devices. Plunge into the job of concentrating on cutting costs. Devote your attention, thoughts, energy toward doing a cost-cutting job.

HIGHLIGHTS OF "PLAY THE GAME"

Act the part

Do what the *job* requires
Make sacrifices
Be reserved when necessary

Change with the times

Mix material interests and liking for people
Fit in with needs of the times

46. You and Money

Cost control is fundamental to both sound business administration and sound home administration. In business, your concern over costs is due to necessity for making goods cheaper so that you can sell more and maintain a respectable profit margin. At home, your cost control serves the same general purpose—so that you balance income and outgo; so that you will operate at a profit and use that profit for needed purchases, savings, health, etc.

When you come right down to it, cost control in business and at home help one another. If you establish a habit of careful control in business, you will more easily carry over that habit at home, and vice versa. If you watch those small, piling-up type of expenditures at home, you will have less difficulty in doing the same in business.

Sound Home Finances Help You in Business

"Values" count in business—you are always weighing one value against another. Is it "worth" more to buy a subscription or not to buy one? How much is a safety campaign worth? At home you are constantly making the same decision on food, entertainment, household furnishings, clothing, etc. Are you receiving value when you put money into golf equipment at the expense of clothing or into a cabinet model radio instead of an iron? How much do those values carry over into business? You may not have to decide between the frivolous and the necessary, but you have once more the angle of "wanting." When your decision is reached on value, on the objective

fact, then all right! Just be careful that your decision rests on a sound basis, not on personal like or inclination.

Those who rush out and trade in the old jalopy when she begins to miss are as likely to swap in the old floor-scrubbing machine when a brush wears out. You need to acquire the habit of careful investigation and consideration of all factors at home as well as at work. Your thinking will generally be the same in both places. Judgment—the process by which you reach your conclusions—at home will carry over into your work.

Timing fits in with judgment and sound conclusions. When you buy and when you wait are decisions involving the consideration of many factors: did you get your money's worth out of present equipment—do you consider it fully amortized? What are the advantages of buying in the future against buying now? If you weigh these factors at home, you will be more likely to do so at work.

Shrewdness in bargaining takes odd twists sometimes. It does happen that a man who spends his daylight hours cannily watching costs will want release from all the bother when he is home. Most of the time, though, if you are careful of your bargains at home you will be careful at work.

Penny pinching is the other side. Those who take little toy wagons and haul load after load of coal into their cellars, spending hours rather than paying an extra dollar, may find themselves patching machines until they look like Rube Goldbergs. Continuous breakdowns cause lost production, excessive use of spare parts, and high indirect labor costs. Under such circumstances, new equipment would pay for itself in quick order. You see how it all boils down to sound judgment: investigation, analysis, and weighing all factors.

Business Considers the Handling of Home Finances

In righteous indignation, you can say that it is none of a company's business how you spend your money. True! How you

manage the company's money, though, is definitely the company's business. If your home finances govern the way you handle other people's money, then the company wants to know.

More companies are investigating a man's credit rating before employing him. It is true that this is not always fair. Sicknesses and bad times alter cases. Your employer knows that and is willing to listen. From experience, however, the same people in good times and in bad, in sickness and in health, with big families or with no families run into debt. They are always borrowing and repaying, these same few. They never seem able to plan their finances. What happens then affects their work. They are harried by collectors. Threatened suit hangs over their heads. Collectors bother the employer. He wants to keep his hands off; it is none of his business; but he is annoyed by having to fuss with the problem. So adding it all up, indebtedness is a business handicap.

Employers are beginning to ask new employees whether they owe any debts, carry any insurance, have any savings or investments, own any property. The purpose is to find what sort of an employee he is—how does he plan, can he manage his own affairs successfully. No one likes this seeming prying into a man's personal life, but the inquiries result from experience. Some companies go back to the town a man left and check his credit rating. In requesting references, they ask how a man handles his personal affairs.

It behooves you to do a job, therefore, on the way you manage your own finances and to develop good business habits in your own home.

Budgeting Is a Worth-while Means of Money Control

You hear so many say they tried a budget and worked under it for six months or a year but gave it up. You wonder how they ever plan their finances intelligently. What practically happens is that they function under a loose type of budget, even though

they do not dignify it with the name. The wife receives so much to run the house—when she goes over, her husband wants to know why. When the old suit has shiny, slick pants, frayed cuffs, or worn elbows, the man buys himself a new suit. It means that his wife won't get a new dress for a couple of months, maybe, or that he will wait until fall before picking up the shotgun he has been eyeing so long, but he is bound to have some rough planning or he cannot pay his bills.

The trouble with most budgets is that they hamstring a person too much. Some budget-keepers record every penny they spend. To most people this is an intolerable chore and most discouraging when they look back and see how they threw their quarters and half dollars away. Then they find themselves running over on the allowance for amusement or clothing or household expenditures, so they borrow from one budget to another until they are completely confused. This is all a horrible mistake and ruins the concept of budgeting.

Good budgeting serves purposes so valuable to you that it is almost indispensable to good home management. At the start of each year, everyone should plan his over-all expenditures a full year in advance. Business could scarcely function without such estimates. Your own living will be so much simpler and free from worry if you will do likewise. Draw up a sheet with twelve columns for the twelve months. At the left-hand margin put the items which will come up, one under the other. You will have certain fixed expenses, you hope, such as food, rent, light, gas, telephone, etc. Some of these may vary according to the month, but an over-all allowance should be made to cover these. Then you have taxes coming in certain months, insurance, coal or oil, Christmas, vacation, baby, winter coat, or what. These should be set up in the columns to allow for payment by the month they fall due. For certain expenses, perhaps coal or Christmas or taxes, you may have to start saving several months in advance. The idea is to be pre-

pared beforehand rather than to have the expenses hanging over you, getting heavier and heavier, after you have made your purchase or derived the good therefrom. You naturally juggle each monthly column so that income and outgo balance. At the bottom of each column, put your salary and see that the outgo scheduled for that month is not more than salary. If, over the year's time, you can salvage some money, that goes into a heading of savings or rug or new set of irons or what.

The budget for each month is flexible. Sure, you go over some months. You cannot help it—you cannot forecast everything—but you will be surprised how completely you do cover all expenses once you get them down. When you run over, you tighten the belt and make adjustments. That is all.

A budget takes checking on. You cannot write it out and then put it away. You will do a better job if you check on each month's expenditures about once a week, getting together with everyone who has had a hand at dipping into the family coffer. Your yearly forecast is your master sheet. It helps if you have a monthly sheet and at each checkup, date your column and see how much is left in each item allotted for that month. Then you can ease up or tighten down where necessary—before it is too late

By planning ahead and checking that way you will find finances less of a bother You will build a methodical money system that will help you in your business.

HIGHLIGHTS OF "YOU AND MONEY"

Sound home finances help you in business

The habits you establish at home carry over into business

Your company considers the way you handle your home finances

If you are careless at home, what about at work?
If you spend foolishly at home, what about at work?

If you do not plan at home, what about at work?
Financial worries interfere with work

Budget your home finances

Plan a year in advance—forecast and be prepared
Check up once a week

47. Overcome Weaknesses

Most men amble along through their entire working years without knowing why they never moved ahead. A few honest-with-themselves men know their weaknesses: "I'm just too lazy to put out"; "I'd rather do without the worries than buck the headaches of a job like the boss's"; "I wanted to get married"; "I'm too thick—this job is my speed." But those are rare cases.

A man is much more likely to say: "The boss keeps the good jobs for his friends." "You've got to be a star athlete to get along in this outfit." "If I hadn't had parents to support, I could have gone on to school." All of this may be true, too. Boys do get better starts because they happen to be born into wealthy families; many do get tough breaks. Why not start off by admitting this, by recognizing that all men do not have an equal chance. Some are better looking; a few are smarter; others inherit traits that are hard to whip, such as temper, orneriness, tendency toward introversion, etc. If you realize this and start from there, you can help yourself. But you dig down into the seat of trouble only after being completely honest, after finding the difficulties and then surmounting them.

Recognize Your Weaknesses

One trouble about finding out what is wrong with you is that no answer exactly fits any other case. Everyone is so complicated in make-up and so different that any one of fifty different traits might cause your own special trouble. And the fact is that six different characteristics may be standing in your way.

You may be too easygoing, yet at the same time too sensitive and too self-interested. Furthermore, you may be working with people to whom you cannot adapt yourself. Another man may be unable to sell himself or to get his ideas across; he may be inclined to be sullen or to dress sloppily. So it goes. Still another man may do a perfectly good job, be aggressive, get a lot done, but yet irritate everyone to such an extent that he cuts down his own usefulness.

The first important job is finding your main weaknesses. Grown-up people in most cases do not talk frankly—that makes it doubly difficult—you have your own tendency to excuse what you do and where you are.

Without knowing it, you may be keeping others from helping you. You may be one of those who are hard to correct, and still you may have no idea that such is the case. Perhaps you are unconscious of the fact that unknowingly you have built a shell around yourself because of those very weaknesses which you will not admit.

Instead of relying on the other fellow's telling you the trouble, the best and safest method is to follow the advice of old Polonius in Hamlet: "To thine own self be true." This is no easy trick. Hardheaded objectivity directed on yourself is virtually impossible. You rarely see yourself as others see you. On the other side of the fence, the other fellow seldom sees you as you really are because he simply cannot know all that you are thinking, how you feel, and what is eating you.

The best start toward finding your weaknesses rests with you. Recognize yourself for what you are. You may be a 100 per cent extrovert. If that is true, you are not sensitive, not easily hurt, not likely to brood, more inclined to be sociable. At the same time, you may bore people to tears, you may be utterly unconscious of their feelings, and you may bother people to distraction. If you are more of an introvert, you may be so interested in your own feelings as to be selfish, but you

may also be more considerate in what you say by thinking in terms of how you would feel. The best type of personality to strive for, is that of the "ambivert," or a mixture of a "looker-out" and "looker-in," who likes to be with people and yet is sensitive enough to be considerate of feelings.

In criticizing or analyzing yourself, one of the best devices is to observe others. Why do certain folks get along? What do they have? Contrast your own traits with those of others. Here there is a danger in becoming introspective, of looking too much to yourself. Recognize weaknesses and then set out to correct them but do not dwell on them.

Consciousness of weaknesses or shortcomings, whatever they may be, is the first objective. As you go through these chapters, you note that each is directed at correcting one of many weaknesses, some of which we all have. Study these as they apply to your own individual needs.

Obtain a Rating If You Can

If in any way possible, a periodic, frank appraisal of your work by someone else would be the surest way of knowing what progress you are making in correcting weaknesses. Some supervisors have their force rate them. This is done anonymously so that subordinates will be free and frank. No one knows a man's actual performance in the department as well as those who work for him; subordinates pick out weaknesses devastatingly and give full credit for strong points. The top man is often unconscious of how he affects those who work for him.

Rating by associates can also be valuable if they are objective. As it works out, associates and subordinates sometimes know much more about a man and about his weaknesses than the boss. For accomplishments and progress, however, the man's immediate superior can be the greatest help. And you sometimes feel more like taking criticism from your boss.

Plan Your Improvement

Correcting weaknesses is not something you discuss and then forget. Even if you were to correct every single weakness bothering you, an audit would still be worth while every so often. The discomforting truth is that, even though you improve with time, you develop brand new weaknesses as you go. If you learn to keep your eye on the ball, you may grow too intent. If you learn to be tough-minded, you may become too tough. If you are too easygoing, you may grow so aggressive that you drive people to buck you. Thus a periodic audit is worth while at all stages of developing in business. At least once a year, but preferably every six months, such an audit should be made.

Whether you are making a first audit now or whether you are preparing for subsequent audits, it is wise to get down on paper the major weaknesses you want to attack and a statement as to how you will go about correcting them. In writing out your audit, avoid a shotgun attack which attempts to spray shot at all your problems. You cannot hit everything at once. No one becomes a new man in a month, a year, or in five years. It is a long, continuing process. Schedule yourself to work at one trait for a while and then hit at the next one.

As you first review your more trying habits, you will find most of them of long standing: whether you are slow-moving, make snap judgments, are always late, tend to be overcritical, are thin-skinned, make a poor first impression, talk too much, are lazy, put off doing tough jobs, have a sour attitude toward your work, or whatever it might be. Therefore, again, take one at a time and work at it. Make it a game. Experiment on ways to improve. At the same time, avoid being too intense about it or you will defeat yourself.

The point is that most factors of success lie within you. You can develop if you see your problems and set out to lick them.

Correct Weaknesses in Subordinates

A mark of a real leader is the way he molds those who work with him. Of course, the best way to work with others is to set an example. If you see some weakness in your men, be sure first that you have corrected the same fault in yourself. In the process of this self-correction, the same fault in others frequently fades away.

Anyone can take an organization of crackerjack men and be an instant success. The number of ready-made topnotchers is small so that, in most cases, we have to develop those we have. We do not have the money or the all-seeing power of selection to pull in an entire force of such men. The margin of error in selecting subordinates is such that odds are high against ever having such a force. Practically, therefore, a leader in any field is bound to work on his men as well as on himself.

With everyone so different, the first essential is to understand in what ways each is peculiar. He may be sensitive, have built up defenses, not seem to care, be excitable, or inclined to think that anything you say is a personal reflection against him. Almost everyone wants to do a good job and feel real pride in accomplishment; that is the one trait most common in people. If even that is nonexistent, every man has some soft spot which will open him to correction.

Personal traits are the hardest to approach since any reflection thereon hurts a man's dignity. The way a man thinks, his personality, attitude, personal habits, and character require tact in criticizing or improving, but it can be done and, in many cases, *must* be done. Every aspect of weakness must tie into his job performance, his own progress and development. The corrector must have an objective, calm attitude in order that there be no inference of reflection on the individual himself. One key is in the attitude of the one correcting. If he sits not as a judge, does not set himself up as a supreme umpire, admits his own shortcomings, while at the same time places the entire emphasis

on being friendly and helpful, beneficial results will come. The objective is to be persuasive, to sell the man on change, not to squelch. An atmosphere of sympathetic understanding will go a long way toward preserving a man's sense of dignity and self-respect.

In correcting a weakness in others, segregate the important weaknesses from the petty ones. Those in any supervisory capacity have to overlook a great deal. No one is perfect. Harping on inconsequential details makes it all the harder to correct grave weaknesses. If a minor detail must be corrected, the corrector should himself emphasize that this is an unimportant detail.

HIGHLIGHTS OF "OVERCOME WEAKNESSES"

Recognize your own shortcomings

By studying yourself as coldly as possible
By observing the strength and weaknesses in others
By seeing how you affect others in what you do
By getting an appraisal by others

Plan improvement

By writing down objectives
By attacking shortcomings one at a time
By working for new habits

Correct weaknesses in subordinates

By approaching each according to his own individuality and own problem
By being objective and sympathetic

48. Don't Die on Third

"Don't Die on Third" is painted in black letters on the white wall of the U. S. Rubber Company Planning Office in Naugatuck, Connecticut. Some twenty-four time study, methods, job evaluation, and quality control men can see that one, single slogan. Theirs is work in which it is easy to get a hot idea, work with it a while, make some progress, become discouraged, and drop it.

Wars are lost because nations died on third. At Salerno, Italy, the Germans quit in sight of the beaches. The Japanese virtually destroyed the American Pacific Fleet at Pearl Harbor and stopped with that one attack. Hitler lost the war on the approaches to Moscow in 1941. Napoleon failed at Waterloo when he might have won had not Grouchy died on third.

In business, some "single" with a good smacking start on a job, steal second, take a good lead, and highball to third on another man's bingle, then die on third. Many more smash a good, resounding wallop and stop at third when they could just as well have kept on going and slid home. Dying on third is a universal problem in business.

Why Die on Third?

Daily, in American business, men are putting aside a project or a job on which they have worked for months. Or they quit jobs at which they have been working for a long time. They quit because to themselves they could not make a go of it. Perhaps a few more weeks or months would have meant a clear-cut victory or a well-done job, but they quit.

In hundreds of instances every day, men are dropping jobs on which they have done all the groundwork, planned, cut

through miles of red tape, but finally, they say, "What is the use?" They quit.

Many, many instances see a man's doing everything on a job except the final closing. He has worked on it for weeks, sweated, puzzled, found the answers. Then something else comes up. He drops it and never goes back to it. Another comes along, studies the job already nine-tenths completed, puts on the finishing touches, sees that it goes into effect, and gets full credit for the accomplishment. And unjust as it sounds, the man who completes the job should have the lion's share of credit!

Discouragement Is Responsible for Most Dropped Jobs

A large dose of plain, dogged determinination is a big help in business. You cannot let yourself become discouraged or quit when things look hopeless. The decks of the "Bon Homme Richard" were awash and the ship was sinking when John Paul Jones defeated the "Serapis." When the Englishman struck his flag, the "Bon Homme Richard" was so far gone that Jones transferred his crew to the prize and sailed away in the conquered ship.

Discouragement causes the bulk of job failures. A job is hard, you work on it for a long time, and you are seemingly getting nowhere. The more you work the more sour it becomes until you hate to look at it. You may have a tough assignment which seems endless. You work and work; new complications arise and there seems to be no answer. You quit.

You work on a job for a while, and it looks like a long pull. Other assignments come up. You can polish them off in a hurry. Why fuss with the long one? Then, of course, it is harder than ever resuming work on the one you dropped. Generally, you duck it as long as possible.

Sometimes you die on third when working on your own pet project. You have prepared the groundwork and know that what you propose is good. The trouble comes in selling the

job. Others must review your recommendations. Maybe it comes back for further information. Then objections come up as to cost. It looks as if you are getting the run around. You become discouraged and let the idea drop. You start off on the project "hot as a firecracker" and wind up "cold as a cucumber."

At other times you seem to beat against a stone wall. No one understands or wants to understand why you favor an idea. You try and try. Then you become discouraged and think, "Oh, t'hell with it!"

Dying on Third Ruins Your Chances

When you let discouragement get you, you seriously hurt yourself. For your own good, you must finish what you start. The accomplishment bolsters your morale. The frustration of hard work and nothing done is bad for you. Everyone needs a certain amount of encouragement, and the very best medicine is in seeing your objectives put into effect.

Failures of this type hurt you as far as the boss is concerned. If in a number of cases you have dropped the ball or died on third, he may think of you as one of those fast starters who do not finish anything. Plenty of such characters actually do infest the business world. A man must score runs to win. The longest hit is no good if it does not bring in a run or the runner. Hard work does not mean a thing—it is accomplishment. That is what the boss must have. If you merely stir up a great cloud which settles down with no results, he will find someone else with less fuss and more action.

You cannot often afford to die on third. No one bats 100 per cent or even 75 per cent, but you must score repeatedly to build yourself into leadership.

Finish Your Jobs

Even if it kills you, get the job done somehow. Lick it—finish it. Your future, your forming the habit of finishing what you start depends on hanging on until you score a knockout.

All through life, people who keep on plugging score the most points. The spectacular prima donna who puts on a show and then drops out of the limelight is no good. Consistent performance is what counts. No greater compliment can be paid than what a young man said of his boss that he "is always in there punching."

You cannot follow all jobs through to completion at the same time. You must pick up each and work on it as one needs more action than the others. But acquire the determination to keep picking up each until it is done. Sometimes for months you will find no job finished, but if you keep plugging, the dam will break and several jobs, one after the other, will be checked off as completed.

You cannot quit. Quitting can become a habit, as readily as completing jobs; either habit can grow on you. It is up to you to make the selection and have the determination to take on all comers, one after the other, kayoing each in turn. Your reputation will grow, and your kayoes will come more easily all the time.

HIGHLIGHTS OF "DON'T DIE ON THIRD"

Why men do die on third

They go so far and then quit
Others complete half-finished jobs

Discouragement is the cause of most quitting

Dying on third ruins your chances

The boss loses confidence
Accomplishment is what counts

Finish your jobs

The habit of completing is worth developing

INDEX

A

Abilities, understanding, 57
Accomplishing more, 19, 20
  by doing hard jobs first, 20
  by keeping several jobs going at once, 19
Accuracy, 136, 137
Achievements and timing, 223
Acting the part in business, 266, 267
Adam's apple, 61
Adapting yourself, 1–5, 269
  to change, 251, 252
  to different people, 2
  to the times, 268, 269
  to your company, 1, 3, 4
Advertising methods, 256
Aggressiveness, 144, 146, 147, 225–229
  follow-up and, 226, 227
  limitations on, 85, 227, 228
Alibis, 216
Alternates, 152, 162
Ambivert, 280
American Management Association, 89
Analyzing, 123
  ideas, 161–163
Anticipating, 122
  objections, 249
Applying for positions, credit rating and, 274
  family and, 40–44
  lifelessness and, 199
Arguing, 171
  discuss rather than, 171–175
  fruitlessness of, 171
  giving credit in, 172
Ask rather than command, 53
Assignments, concentrating on, 259
Assistants, letting down, 237, 238
Attitude, 157
  in correcting faults, 282
  of friendliness, 159
  healthy type of, 158
  of optimism, 157
  of team support, 160

B

Backbiting, 141
Bad luck and timing, 223
Bad news, timing of, 223
Boss, 199–201
  being responsive to, 199–201
  dependence on you, 11
  persuading, 244
  poor types of, 26, 32, 33
  rehearsing with, 182, 183
  selling, 206
  suiting, 69
Bucking, 72
Budgeting and costs, 274–276

C

Capitalize by timing, 223
Character, 100–103
  truthfulness, 214
  weaknesses in, 85
Children and success, 43, 44
Company, study before joining, 5
Completion dates, 27, 133, 134
Compromising, 168, 169
Concentration, 20, 121
  for evening work, 23
  lack of, 85
Conferences, note taking for, 127
Confidence, building, 206
  lack of, 85

Confiding in people, 247
Confirming in writing, 129, 130
Conscientiousness, 102
Consideration, 122
Convincing, 256–258
Correspondence schools, 90
  Hamilton, 90
  International, 90
  La Salle, 90
Costs, 209, 210, 272–277
  and changing times, 270, 271
  in idea selling, 163
Credit, giving to others, 94
  obtaining for work, 30
Criticizing, 2
  beware of, 2
  kidding and, 189
  overly critical, 85, 120
  your associates, 37
Curiosity, advisability of developing, 76

D

Delays, informing people on, 66
Dependability, 122
Differences, understanding, 57
Discipline, 220
  anger and, 189, 190
  keeping feeling out of, 153, 154
  questioning, 78
  timing, 220
Discouragement, 285, 286
Discuss plans fully, 181–183
Discuss rather than argue, 171–175
Dominance, 262
Drive, 122
  sustaining, 16–18, 25
Dying on third, 284–287

E

Easygoing nature, 177
Educating yourself, 24, 89, 90
  connection with promotions, 24
Egg laying, 12, 13
Emerson and calf, 95, 96
Emotions, 61
  Adam's apple, 61
  coloring, 61
  controlling, 153, 154, 253, 254, 263
  face, 61
  hands, 61, 62
  tone of voice, 61
  understanding, 61
Engineering, Science, and Management War Training survey of weaknesses, 83
Enthusiasm, 168
Even-temperedness, need for, 253
Exaggeration, discrediting, 214, 215
Expediency, error in, 231
Explanation, right to, 26, 27
Expression, inability a weakness, 85
Extroversion, 262, 263
  weaknesses, 85, 279
Eyes, emotion in, 62

F

Face, emotion in, 62
Factory Management and Maintenance, 89
Failure, reasons for, 83–87
Fairness, 139, 140
  use in persuasion, 247, 249
Fed-up stage, 29
Finishing jobs, 14, 120, 284–287
Firmness, 139, 140
Flexibility, 14, 15, 152, 162, 168
  and age, 270
Follow-through, 20
Follow-up, 226, 227
Forcefulness, 85
Friends, choice of, 47
  example setting, 51

G

Gardiner, Glenn, "Modern Foremanship," 90

Getting along, 69–73
  experimenting in, 72
Good news, timing of, 222, 223
Group opinion, 165, 166
Growing, 88–93
  need for, 237–239

H

Habits, 19, 118, 217
  in business, 118
  establishing, 118, 119
  lying, 217
Hamilton Correspondence Courses, 90
"Hamlet," Polonius, 279
Hardheadedness, 70, 71
Harper & Brothers, 89
Help, obtaining from others, 95
Home life, 19
  children and, 43, 44
  habits in, 19
  recreation in, 46, 47
  understanding in, 58
  use of evening hours in, 22–24
  wife and, 40–43
Honesty in business, 100–103
Hubbard, Elbert, *A Message to Garcia*, 86, 87
Humor, sense of, 186–192
  intentness and, 187, 188
  kidding and, 189–192
  to relieve tension, 188, 189
  when criticizing, 189

I

Idea, getting the, 74–81
Ideas, analyzing, 161–163
  gathering from others, 94
  for improvements, 241
  love for one's own, 233, 234
  obtaining backing for, 165, 166
  presentation of, 164, 165
  putting across, 161
Ideas, from rehearsing, 183, 184
  trying on someone, 163
Impatience, 84, 119
Impersonal, being, 149–156
Important work, precedence of, 194, 195
Impressing, lifelessness and, 198, 199
Improvements, 241
  to increase responsibility, 178
Improving, 146
Impulsiveness, 84
Inaccuracy, 119
Intentness, 168, 187, 188
  women and, 187, 188
Interests, understanding, 57
International Correspondence School, 90
Introversion, 262, 263
  weaknesses, 85
Investigation of new company, 5

J

Job, carry through, 14
Joking, 189, 190
  at wrong time, 190, 191
Judgment, in aggressiveness, 228
  and costs, 273
  snap, 119

K

Kidding, 189–192
Kipling, Rudyard, question verse, 77
Knowledge acquiring, 91, 92
Kress, A. L., "Foremanship Fundamentals," 90

L

LaSalle correspondence courses, 90
Laziness, 84, 86, 87
  mental, 106, 107, 120, 237
  and promotions, 115

Leadership, 51–54
Learn quickly, 4
Learning, 75
Letting down, 237, 238
Listening, 174, 200
Load for bear, 202–208
Lying, 214, 215, 217, 218

M

Magoun, F. Alexander, 122
Make haste slowly, 6, 8, 9
Management Information, 89
Mannerisms, 119
McGraw-Hill Publishing Company, 89
Mental sets, 108
Modern Industry, 89
Morals, 141

N

Namby-pambiness, 232
National Industrial Conference Board, 89
Numbers, weaknesses in listing, 257

O

Objectivity, 149–156
  in correcting faults, 282
  in emotion, 254
  personality and, 262, 263
  practicing, 152
Older people, dealing with, 151
Ordering people, 53, 56
Orderly mindedness, 123
Outlining, advantages and weaknesses of, 257
Outside life, importance of, 46–50

P

Pace of work, 17, 23, 52
Parents and business success, 44, 45
Parrot behavior, 74, 75
Partiality, 85
Personality, 260–265
  developing positive traits of, 264, 265
  dominance and, 262
  emotional balance and, 263
  extroversion and, 262
  importance in business of, 260, 261
  relying on, folly, 261
  sociability, and, 263
  weaknesses of, overcoming, 263, 264
Personalizing, 150
  tough-mindedness and, 230
  why arguing fails, 171
Persuasion, 243–250
  on associates, 244, 245
  on boss, 244
  on company needs, 247
  by confiding in people, 247
  by facts, 244, 249
  by sales tactics, 248, 249
  on your men, 245–248
Phrasing sentences, 154, 155
Planning, as aid to thinking, 107
  avoiding failure by, 205
  failure due to poor, 85
  work, 196, 197
Politicking, 35–39
  hazards of, 35, 36
Praising, 71
Precedents, importance in decisions of, 231
Preparing for meetings, 206, 207
Pride, 58–60
Principles, 231
  being known for, 142
  need of, to avoid expediency, 231
Procrastination, 85, 120
  avoidance of, 195, 196
Producing, expectancy in, 7
Progress, personal, 211–213
Promises, 131–135
  protecting yourself in, 131, 132

Promises, to subordinates, 132, 133
to your boss, 133, 134
Promotions, 24, 31, 112–117
bases for, 114
earning, 112
need for prospects, 116
Promptness, 121
and increased responsibilities, 178

Q

Queensbury, Marquess of, rules, 221
Question asking, 53, 76, 77
attitude in asking, 78
in disciplining, 78
why, 91

R

Rating, right to, 28
by others, 280
Rationalizing, 216
avoiding, 120
Rebutting objections, 163, 167
Recreation, planned, 46, 47
away from home, 49
types of, 48
unhealthy forms of, 48, 49
Rehearse, 181–185
full dress, 184
ideas, 163, 164
Relaxing, 19
scheduling time for, 23
Reserve, 137, 138
and playing the game, 267, 268
Respect, earning, 136–143
by accuracy, 136, 137
by reserve, 137, 138
Responsibility, deserving, 176–180
Responsiveness, 198–201
Rights, to be heard, 31–33
to consideration, 33
to consideration for promotion, 31
Rights, to know where one stands, 28, 29
to one's convictions, 33
to reasonable completion dates, 27, 133, 134
to reasonable explanation, 26, 27
to recognition, 30
to service, 27, 28

S

Salesmanship, 167
Scheduling, 18
development, 23
relaxation, 23
work, 18, 196, 197
Schell, Professor Erwin, 180
and change, 270
Knife theory, 196
"Technique of Executive Control," 89
Seed planting, 97, 98
Self-centeredness, 55, 56, 71, 119
handicaps of, 55, 56
Selling, the boss, 206
ideas, 161, 240
yourself, 179
Sensitive, too, 85
Sentences, phrasing, 154, 155
Service, 64–68
to the boss, 64
giving and receiving, 67
right to, 27, 28
to your men, 65, 66
Smith, Elliott, D., "Psychology for Executives," 89, 90
Snap judgment, 232
Sociability and personality, 263
Society for the Advancement of Management, 89
Standards of performance, 145, 146
Stature, 115
acquiring, 37
defend the underdog, 37
stay clear of intrigue, 36, 37, 38

Stories, 140
Stubbornness, 120
Submissiveness and personality, 262
Suggesting improvements, 177
Suiting your boss, 69
Superficiality, 264
Supervision, 89
Sutherland, Jock, 204

T

Tactlessness, 85
Talkativeness, 85
Temper, 70
  cultivating even temper, 253, 254
  folly of, 252, 253
Temperament, 70
  types of, 70–72
  weaknesses found in survey of, 84
Themes as aid to accomplishment, 256, 257
Think straight in discussions, 172, 173
Thinking, 104–110
  ahead, 202, 203, 207
  gadgets discourage, 104, 105
  need in business of, 105, 106
  and success, 109
  underrating, 110
Thoroughness, 121
  lack of, 85
Tickler, 130
  timing, 221
Timing, 219–224
  and aggressiveness, 228
  bad news, 222
  capitalize in, 223
  circumstances in, 221
  and costs, 273
  good news, 222, 223
Tough-mindedness, 230
Training, poor job of industry, 75
Trial balloon, 164, 182
Truthfulness, 214, 215, 218

U

Underestimating, folly in, 204, 205
Understanding people, 55–63
  abilities, 57
  differences, 57
  interests, 57
  pride, 58–60
  wants, 58
Use of evening hours, 22, 24
Using others, 94–98

V

Versatility in aggressiveness, 228
Voice, tone, 154
  in emotions, 61

W

"We" approach, 154, 155
Weaknesses, discovering your own, 278, 279
  observing others, 280
  obtain a rating, 280
  overcoming, 278–283
  plan improvement, 281
  in subordinates, 282
  survey of, 83–86
Wife, importance of, 40–43
  as partner, 42, 43
  and rehearsing, 182
  as social butterfly, 42
  as spendthrift, 41
  as whiner, 41
Will, 153
Women, working with, 142
Words, choice of, 53
  softening, 173
Writing, 207, 208
  as aid to thinking, 107
  to avoid snap judgment, 119

Writing, to avoid snappy answers, 120
in conferences, 126, 127
to confirm understandings, 129, 130
effectively, 258
for meeting preparation, 129
as a memory aid, 126
for problems and plans, 124, 125
for rehearsal, 184
for sound records, 128
as a time saver, 125
Writing, use in business, 124–130
Writing out ideas, 161–163

Y

Yes men, no necessity for, 33, 34

Z

Zero personality, 264

Moving ahead on your job, main
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